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FROM

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A FEW
TRUE DETECTIVE STORIES
THAT ARE INTERESTING
AND INSTRUCTIVE
—
SHERMAN



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SHERMAN DETECTIVE AGENCY, INC.
Boston, Mass.

PREFACE

THERE is a period in the life of every man, and in every business, when it seems impossible to satisfy the intense craving to reach the ear, or the eye, of everyone.

The desire to present the facts to the public in any matter of importance in such a manner that a knowledge may be spread truthfully is naturally a universal one, and it is through these pages that any seeker of the business world may learn of the life work of a man who has made as complete an investigation of the human element in industry as is possible, and who has successfully applied a remedy and a preventive for discordant conditions.

The aim is to state, from a strict practical standpoint, what may be done to stop unrest in the industrial, social and moral life of any organization. The illustrations are truthful occurrences.

The names of clients are not given in these illustrations, nor are the names of the persons or places connected with the criminal cases correct, for obvious reasons.

The writer is pleased to dedicate this material to **JOHN F. SHERMAN**, General Manager of the Sherman Detective Agency.

Lewis L. Warren.

“Selling is Purpose—to help one another—I do this for mutual good—*tion* is the stuff life’s made of.”

**“Be careful of the thing
you have set your heart
on, for it surely shall
be yours.”—*Emerson.***

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A Lesson in Industrial Mathematics

An employer will not hire a man unless the apparent return will exceed the cost.

An employe cannot expect to receive more than a certain sum less than he produces—the difference is margin. Real wages come from consumable products.

Unless the employer lays aside enough to amply renew the plant, the raw materials, etc., the process of production must cease. Lack of such action causes manifold effect upon labor.

Labor affects but itself and the public in its ignorant action—an ignorance which the employer seems prone to remove.

High wages cause high prices, unless per capita production is increased accordingly. Thus we have automatic machinery, methods of various kinds, which add to production quantity, and allow higher wages accordingly.

Any plan to secure a larger individual share of production without increasing the total amount *will not work*.

“The survival of the fittest” does not work mutually. A quart of wheat scattered to one hundred hens will satisfy a few, but many starve. “Might” has proven many a nation’s downfall. There *must* be a balance on the production side of the ledger.

“There is nothing new under the sun”—what has been will be—what will be has been. Desire and Discovery is Cause. If labor is to get more, it must produce more—it must force capital to grant a goodly allowance for the raw product conservation.

Knowledge is the only remedy—Capital must learn, Labor can be taught—Sherman Service is the teacher.

Labor and Capital plus Sherman Service equals Enterprise, the Mutually Balanced Sheet.



JOHN F. SHERMAN

Mr. Sherman began his business life with the pioneer detective agency of New England, established in 1879 (now extinct), as an office boy. He was gradually promoted to operative, chief operative, assistant superintendent, superintendent, then as general manager in an equal partnership without investing any capital whatever.

In April, 1910, Mr. Sherman organized the business which has since borne his name. His goal was to have the best prepared, safest, and most efficient detective organization in the country.

His ambitions have been realized. The Sherman Detective Agency is an institution of national prominence.

Millions Wasted in Unnecessary Strikes

By JOHN F. SHERMAN.

"The industrial conditions of the present period are such as to cause great concern not only to the manufacturers but to the country at large. Millions upon millions of dollars have been wasted beyond recuperation through strikes which have occurred within this last year alone. It has been stated that a garment strike in New York City cost about \$50,000,000; that the Interboro Railway strike almost reached this amount, and that the Anthracite coal strike, which lasted about five months, resulted in a loss of over \$100,000,000. These losses are a sheer waste to both employer and employe, and the country as well. Frequently it requires many years of labor in order for a worker to recover his wasted savings or for the manufacturer to replenish his loss.

"There has been legislation introduced to regulate workingmen's compensation and hours of labor in certain vocations, arbitration boards have been formed, and numerous organization conferences have been held, but they have not been able to effect any noticeable decrease in the almost unbelievable financial waste.

"There are, no doubt, some manufacturers who are over greedy, but by far the majority intend to be fair to their employes.

"However, there is an element which makes its living by exploiting the working classes and perpetuating discord for their own selfish gain; men who are not willing to do even any ostensible work while pleading the cause of labor, and without true loyalty to their fellow men, they are continuously agitating and constantly widening the breach between the employer and employe, making it difficult and almost impossible for a more harmonious, more profitable, and peaceful understanding between labor and capital. These vultures recognize that if peaceful conditions existed between these two factions, they themselves would be forced to actual work, and this they do not want to risk.

"I am not opposed to labor unions or associations which may be conducted along such lines as to bring a *closer understanding* between the two classes, if they must be so divided, nor to any source which tends to eliminate friction or conflict caused by ignorance or unintentional errors, but I am utterly opposed to any organization which under the guise of a labor union will endeavor to invoke legislation which will affect the one hundred odd million population of this country, or to practice such methods as unlawful maintaining of prices, boycotting, discrimination and other acts, which are clearly in violation of the laws, or to uphold and defend as justifiable any acts on the part of their members which may have resulted in serious injury to property and persons, and at times in death.

"The manufacturers, on the other hand, have in some instances neglected to give the same consideration and attention to the human

element of their factory or mill as they have their machinery, and this has been a very grave mistake. They have failed to apprise themselves of the true working conditions from the employes' point of view. They have been prone to rely too much on the statements of their superintendents, who in turn depend largely upon the foremen for their information, and frequently those foremen and sub-bosses are apt to misrepresent facts because of jealousy, ignorance, prejudice, or perhaps because they have been improperly collaborating with the workers themselves, and such ignorance of the true inside conditions does not tend toward creating a closer understanding."

(Reprint from the Manufacturers' News, Chicago)

"The *first* item in the Common Sense Creed is *principle*."

Why the World Needs Us

What is SHERMAN SERVICE?

That is the question which is being asked these days by hundreds of manufacturers, builders, and business men in all walks of life. They wonder how we can do something for them that cannot be accomplished by themselves, or what others have been unable to do, even though many dollars and much time have been spent to find it out.

“What is SHERMAN SERVICE?” It is the best prepared, the safest, the most efficient investigative and protective detective service in the country. Its whole work consists in promoting harmonious relations in the industrial and social world, thereby preventing the uprisal of discordant conditions.

In various localities there has sprung forth an array of so-called detective agencies, where one or more ex-police officials, or ex-operatives, have started into the business in a small way with the result that inefficiency, incapacity, non-secrecy, lack of finance, etc., has obtained a biased condition in many minds. SHERMAN SERVICE is the *direct contrast to such*.

It has been customary for years to seek the aid of detective service in legal and criminal matters—either municipal or private. A new field has recently presented itself—the *human element in industry*.

SHERMAN SERVICE is real detective service; service that works through and in proper channels, under the direction of experts, who in turn use the forces at their command which are possible through proper financial standing, where every operative used is the very best obtainable, and who knows obedience as well as how to use initiative.

WHY DOES THE WORLD NEED US? *Because we work for the betterment of mankind in general*—honorably seeking proper co-operation between employer and employe, bringing them together into closer moral relation through knowledge of actual existing and physical conditions, in an effort to attain simple justice.

Because we change the standards of honest association in the social life—removing the beliefs that exist in the minds of those doing wrong that their actions are correct, so that they may be compelled to treat their fellows differently in order to enjoy liberty and happiness.

Because we assist the legal status of the nation—enabling those before the courts to know the actual facts as concerns those with whom they are at variance or strife.

Because we promote harmony and happiness in industry and society, Sherman Service cannot help but be for the good of all—it is honest, earnest endeavor to do as we would be done by.

Because we are safe—our operatives are regular salaried and continuous employes, gathered together after the most scrupulous investigation and allowed to advance in our organization through merit. We undoubtedly pay the highest wages of any similar organization.

Because we satisfy—hundreds of corporations throughout the country testify to our ability and integrity to fulfill the obligation sought.

Such is why the world needs SHERMAN SERVICE.

The wages of obstinacy is obscurity.

Strike History

There were strikes before there were unions. It is said that the first strike in the country occurred in 1791 by the Philadelphia House Carpenters. In those days the building trades contained the only skilled labor of any account and it is from the carpenters and builders that every union throughout the land has sprung.

The New York Society of Journeymen Shipwrights was incorporated April 3rd, 1803, and this is claimed to be the first union formed in this country.

There was another small organization called the Boston Caulkers' Club and this organization held and named the first "caucus."

In 1827 the carpenters' union in Philadelphia organized the first City Central Organization of Unions on the continent, which is now called the Central Labor Union.

In about 1825 men were striking for shorter hours than ten for a working day.

In 1849 there was a struggle for an eight-hour day and throughout the year 1853 it is said there was a continuous struggle in the City of Boston for the eight-hour day and that the desire was realized.

In 1869, during Grant's administration, the eight-hour day became prevalent in government work, but business brought the fluctuation and since that time, except during panics and when labor was very plentiful, the eight-hour day has been attacked for a shorter one until now it is a common occurrence to hear of a forty-hour week or less.

There is, of course, no way of compiling statistics which will give one any idea of the hours, days and months of lost time and the number of those who have been affected by strikes since 1791, but statistics will prove that in 1916 there were 3157 strikes with a total duration of 40,801 days; and 3375 days' duration of lockouts. This loss is from a total of 1960 strikes and 53 lockouts; 319 strikes and 53 lockouts are not reported. The astounding figure of 1,441,402 individual wage-days of idleness will prove to the most skeptical mind that this is a loss which should not be. Those millions and more of idle days multiplied by the number of dollars or multiplied by the number of souls affected represent a huge sum.

In the year 1915 there were 1420 strikes and 173 lockouts. In the year 1916 there were 3157 strikes and 1420 lockouts. The majority of these were for increased wage scales and shorter hours. The greater majority of them resulted in the workers receiving their demands either in full or in part.

It is said that statistics prove conclusively that if labor makes unreasonable demands they suffer accordingly, because the cost of living advances to a larger percentage than the advancement of their wages.

However, it is a fact that it is easier to advance wage scale than to decrease them, and when manufacturers have made any sort of an analysis of the prevailing situation they cannot help but worry as concerns the future, because stop-watches and high-tensioned selling have a reaction that costs thousands of dollars. Unless more time and sincere thought is given to the matter of the human element within the skilled and unskilled ranks of labor, it is a very easy thing to imagine future occurrences which are anything but pleasant.

All this is unnecessary. Selflessness, sincerity and honesty are the three factors which capital must use and labor will use if a common ground is formed upon which these two seeming factions may come together and know each other as they should.

Sherman Service is that common ground. It is within easy access of any executive in the business world.

A "Sherman operative day charge" means more than the other fellow's—it means that an entire organization of experts is giving your case personal attention seven days and nights each week.

Beaten Before He Started

A certain client, one of the leading corporations in the country, which has sales offices in the metropolitan centers, was desirous of securing an exceptionally broad capacity-salesman. Not only would the applicant have to be an efficient salesman but he would have to have a distinct knowledge of their product. It was not an easy task, for they had no one in their employ whom they could advance.

Finally they were successful in getting into communication with a gentleman who appeared to be all that they required. He was sent for and, after several interviews and much discussion, was employed at a very handsome salary, and given a yearly contract that renewed itself unless notification was given by either party within thirty days of the close of each year.

Contrary to custom, our clients did not look up the history of the applicant, nor did they do so after the man entered their employ. Believing the requirements of the position were so great and knowing that he had enjoyed a great deal of experience in their respective line of manufacture, they neglected the matter entirely and time passed on.

The fellow was a sad experience for them in the way of actual results—his sales were extremely small, his customers were limited as to number, and taken from every standpoint, the association was not pleasant financially. Much correspondence passed, conferences were held, but things did not change, and finally, after nearly eleven months, our clients decided to give the above-mentioned notice. At about the time this decision was reached, the salesman wrote from his headquarters that he would, with their permission, come to the home office for further conference concerning his inability to make good, etc., and thinking that he would arrive before the time required for the notification, they waited his arrival.

Finally he drifted in, under proper future wire notification that his trains were delayed, and the conference happened to be held a trifle under the thirty-day notice. He was given a verbal and literal notice, and while somewhat peeved, apparently accepted the matter as a fact and departed.

A year passed, and our client was served with papers for a suit amounting to a trifle over \$12,000, this amount covering their former salesman's salary, and injured feelings for one year. He rightly claimed he was not given his proper notice of thirty days.

Upon investigation our clients were advised by their attorneys that they were responsible for the amount and would probably have to settle in full, less whatever the man had earned elsewhere during the last year.

Sherman Service was called upon to learn the amount which the salesman had earned since his dismissal, and in so doing to secure any other information which might be of advantage. An operative was immediately dispatched.

Within three days after the investigation started, the operative assigned learned much that was of interest to the client, for he found that apparently this salesman had been at variance with about every concern possible in the past. He reported the facts and we were immediately advised by the attorneys to get a complete record of the salesman's life.

The complete investigation was surprising. Not only had the salesman resorted to legal talent with former employers, but he had apparently made numerous connections in the past whereby he fully intended to have the association end by such means that he could start some sort of legal proceedings which would benefit him financially, and in many cases he had been very successful. Furthermore, he had, at certain times and places, planned fraudulent actions with the assistance of customers whereby they would seek an adjustment for false claims that he would corroborate and profit in the transaction in a manifold manner. He had also, at different times, received as high as two and three salaries from different concerns at the same time, and he was supposed to be giving his entire time to but one.

As a result of our efforts, we were instructed by the attorneys for our client to have one of our superintendents seek a conference with the salesman and disclose in their entirety every report which we had rendered. This we did, and the salesman was enlightened to his complete satisfaction that secret action when wrongly taken is detrimental to future welfare.

Sherman Service saved our client more than ten thousand dollars. In a very brief period we had developed amazing conditions. The suit was withdrawn.

No corporation can afford to remain in ignorance concerning the personal habits, expense of living, and entire life of any employee who is subjected to any responsibility whatever.

Sherman Preventive Strike Service

A corporation with about 12,000 employes operating immense factories in various centers and whose product is used in every household throughout the world suffered the inconvenience and loss of having strikes called in four of their largest plants. The result affected their output peculiarly because one of their factories was compelled to work at a peak-load constantly.

Naturally the organizers of the laborers who had struck at the other plants, upon learning of the situation, immediately began proceedings to organize this plant with the intent of crippling the company's production in such a way that the action would work upon the minds of labor and gain moral and financial support.

Previous to the time the strikes were called at the other plants there was little warning, but at their declaration the Sherman Detective Agency was requested to take full charge, and owing to this fact, we were naturally able to learn of the intent of the organizers, and reports went forward to our clients in regard to the facts of the matter. The client immediately requested that we apply **SHERMAN PREVENTIVE STRIKE SERVICE** in this plant, and we were given *carte blanche* owing to the success we were having in those plants already struck.

Immediately there were four secret operatives dispatched to mingle with the employes and work with them, and to learn the sentiment so as to enable us to know what steps to take, or what had been done towards organizing the men.

In addition to these four operatives, others were used only at times when meetings were in session for the purpose of discouraging agitation, stopping strike sentiment, and to render all aid possible to loyal employes.

Method of Operation

The four operatives detailed immediately discovered, while mingling with the workers, that a movement was already on foot to organize the workers by a nucleus of Lithuanians, principally Socialists and Anarchists, who were agitating among the workers. Three days after the operatives began their duties there was a mass meeting called by the organizer and more than 200 of the employes attended. As two of the operatives had been working inside the factory and using the arguments given them by Sherman officials, there had been a certain amount of successful work accomplished in discouraging the thought of organization.

One of the operatives had been assigned to cultivate and to devote his attention upon the organizer, and to win his personal and sincere association.

Another operative was assigned to mingle among the storekeepers and the wives and families of the employes, in order to cause them to see (by use of diplomatic argument) that it would be a great error on the part of the workers to strike—that the trouble was being fomented by agitators seeking personal gain. Our aim in visiting this outside clan was to direct their influence in the proper direction and gain their support.

Immediately there were fifteen additional operatives assigned to attend the meetings with instructions to lead the workers who did not care to vote for a strike, and to also argue against any discordant subject which might be brought up. Also to use the material which was placed before them by their supervisors in relation to the proper application of common sense and judgment in order to keep the employes from taking extreme steps.

Although the organizer, as we knew, had intended at this meeting to call for a strike vote, we were well prepared to suspend such action, and through the efforts of our operatives (who, by the way, were unknown to each other) the strike was postponed, enabling us to gain as near absolute control of the employes as possible.

It was at this time that our client concurred with us and gladly acquiesced to the matter of our using fifteen additional operatives in order to absolutely crush out all thoughts of forming such an organization and going on strike.

Naturally, during the meantime, the local organizer was doing all possible to rally the forces of organizations in other cities to come to his aid and assist him in the endeavor to call the men out, and another mass meeting was advertised. The men were addressed by the most prominent inflammatory labor leaders of the East, especially by a certain Lithuanian orator who claimed to have the power to sway any of his countrymen.

In the meanwhile operatives working unbeknown to each other were assigned to various tasks of employment at the factory; others were working out among the business people who supply the needs of the employes, and several were assigned to various positions in the proposed organization and were given the titles of "sub-organizers" of the proposed union.

Each shift in the factory was thoroughly covered at all times. It was at this point in this operation that Sherman Service thoroughly and convincingly demonstrated to our client that it was of superior efficiency, because our operatives were covering every environment in the living and working conditions of the employes and by talking convincingly to the men during working hours, truthfully stating to storekeepers and calling to their attention the fact that money would be lost should their customers be out on strike, working upon the relatives and friends of the employes and swinging the wives and children over to reasons for harmony, and showing thoroughly to everybody affected that the money spent for the proposed union would be undoubtedly used to support and maintain an easy life for organizers.

When the mass meeting was called, it was addressed by organizers from other cities, who, labor as they might, could do but little, and Sherman Service was able to convince at least ninety per cent of those present that the influence of the organizers was not for their betterment, and the object of the meeting was a failure.

In the meantime the operatives who were employes at the distant factories of our client were directed to act in such a way that the organizers in those sections soon discovered their inability to affect any plant and they did not return to make a second attempt for organization.

The following two weeks our operatives were directed to continue the individual work that had been assigned them and the last few days of that time they were successful in being able to take over virtually the entire management of the proposed union, and it was then that we withdrew fifteen of our operatives, and later continued with the original four. In this manner we were efficiently able to stamp out any sentiment which might be found in favor of agitation.

The greater percentage of employes in this factory were Lithuanians. There was also a small percentage of Poles, Italians, Syrians, and Irish-Americans. Owing to the flexibility of Sherman Service we were able to detail operatives who spoke the several languages and naturally they were soon able to gather about them a certain following from each nationality, and by so doing were respected as leaders. It was chiefly through this leadership that the followers of our operatives were kept from joining the organization.

However, as a last resort upon the part of the local organizers, the support of certain leaders of an anarchistic organization was called upon, and as there was one with a national reputation, he was called in to promote what was then thought to be a very strong campaign in the briefest duration possible, and an effort was made to call the men out on strike and to organize them afterwards. We were, of course, acquainted with the movement in its entirety, and when the men were given orders to go out on strike at eight A.M. upon a certain morning, we were preadvised in ample time.

The local organizer and six leaders were at the hall waiting for the employes at the time mentioned, but only eleven put in an appearance, and it is easy to really know *who* the majority of those men were. Those others who did come were there out of curiosity only, and were workers from the night shift.

The news was spread among the men in all shifts with the result that the local organizer and his followers were not desirous of remaining in that vicinity any longer.

Insurance Upon Production

The client immediately realized the efficiency which could be promoted by Sherman Preventive Strike Service. He also noted that

while the expense was somewhat high for so many operatives, it was much cheaper by granting us full authority to do as we desired than it would have been to use fewer operatives for a much longer period.

The result has been such that the strikes in the other plants of the client have been broken. Those plants are producing and taking the strain away from the one mentioned above—the organization leaders at all points know that they cannot organize within these plants successfully, and are content to remain in the background. The client understands to the fullest extent possible that *Sherman Service is an insurance upon production*—that it works individually, as well as collectively, because it will give his employes as square a deal as it renders to him. Therefore, Sherman Service will be a privileged part of the business of the concern continuously.

Result

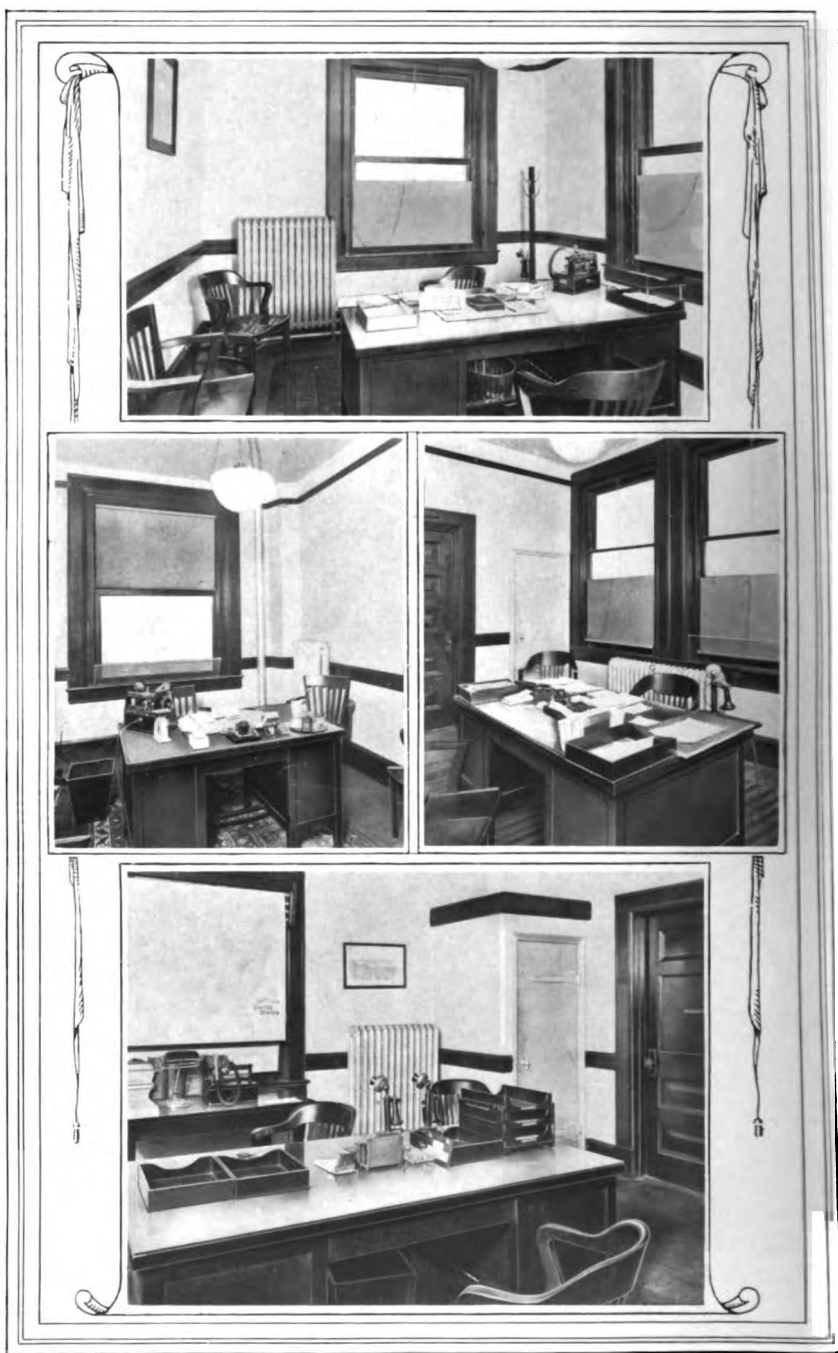
Through Sherman Preventive Strike Service we were able to serve our client by preventing a strike; keeping employes from organizing, and not allowing industrial troubles to interfere with production.

Rioting and bloodshed were avoided, and there were no wounds to heal caused by a conflict between Capital and Labor. The only arrest made was that of an organizer for distributing circulars on the streets.

Sherman Service is not information alone—it is *action* based upon knowledge. Information is but a factor.



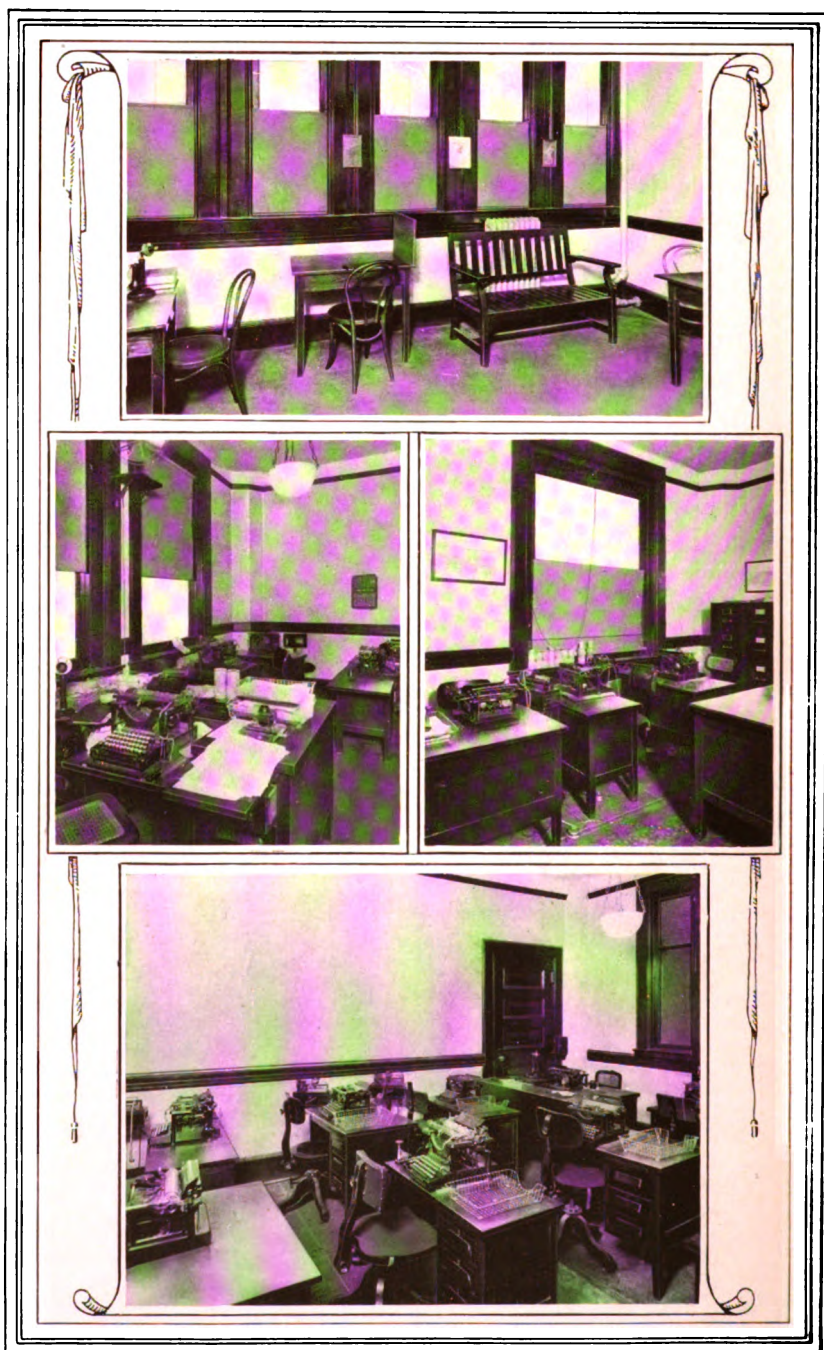
Commercial Cable Building, 20 Broad Street, New York City, in which are located the offices of the Sherman Detective Agency, Inc.



Executive Offices
20 Broad Street, New York City



Executive and Business Department Offices
20 Broad Street, New York City



Clerical Offices
20 Broad Street, New York City

Strikes

Inharmonious industrial relations cause strikes.

Strikes cause losses sickening to employer, employe and the public.

Ignorance of employer, employes, or both, causes strikes.

The human element is the one factor upon which to center thought. Knowledge is the only remedy for discordant conditions.

Employers naturally rely upon department managers, who in turn rely upon superintendents who depend largely upon foremen, sub-foremen, and bosses for their information.

Human nature asserts itself—super-biasness enters into the matter and if the employes state the real facts, they are many times discharged or reduced in rank.

Jealousy, prejudice, ignorance, either for or against, will not allow proper nor correct judgments to be made. Discord results.

Enter Sherman Service.

A secret service that represents what real detective agencies should—an honorable body of enthusiastic, safe and efficient men and women, formed into an institution to harmonize discordant conditions in industry, bringing a closer and happier relationship between employer and employe.

To be brave intellectually requires more courage than to be brave bodily.

Sherman Quick Strike Service

Strike Called Off in Eight Days

Recently the employes of one of the very largest companies in the East went out on strike for a ten per cent increase. We were called into the case and, as the company was very busy, having many contract orders at the time, they were forced to try and make a settlement with the strikers.

An Italian operative was assigned to work on this case, and a short time after his arrival he succeeded in getting the men back to work. Before our operative's arrival the strikers had formed a union which was affiliated with an organization of anarchistic tendencies. The company was determined to exterminate this body, but were unable to do so at the time. We were given full authority to act and told to follow our own methods in breaking up the union. We learned that plans had been made to oppress the company by continuous exorbitant demands.

Immediately, two Italian operatives and one Polish operative were dispatched to the locality—one to cultivate the secretary of the union who was a very violent Anarchist—one to cultivate an Italian employe who had a great amount of influence over his fellow countrymen and who up to the time of the operative's arrival had been taking a very active part in the organization's affairs—while the Polish operative was to cultivate the Polish president of the union.

Unknown to each other in any way, the three secured positions in the plant, conducting themselves as ordinary laborers, living with their respective countrymen.

The employes had several clashes with the company, many of these resulting whenever the company would discharge one of the men. In each instance the company, at our advice, gave in to the men, because we realized that the time had not arrived to strike a decisive blow.

The Italian operative assigned to cultivate the secretary was successful in getting that official to resign his position and seek employment elsewhere. Unable to hold the position, however, he shortly returned and demanded his reinstatement. In the meantime the other operatives were using such arguments as would tend to discourage the men on account of the action of their leaders, calling attention to the fact that the secretary had deserted them by eagerly accepting a position which netted him, alone, personal gain, and by the time the secretary had returned we had been successful in splitting the union into three factions—one controlled by the committee, one by a Polish leader, and one by the president. The secretary demanded that he be given his former job, and also reinstated in his old position. A meeting was called for the purpose,

and the Italian employe whom our operative had been cultivating and influencing, fought against the secretary. The action resulted in the Polish president of the union resigning his position, as he was too indignant against the secretary on account of the arguments which our operatives had used on him. A meeting that was held for the purpose of settling these matters resulted in a general fight. However, a few members of the committee proved to their associates that the secretary was entitled to recognition, and he, with renewed authority, was successful in proving to the men that they were entitled to more consideration from their employers, and a strike was immediately declared, with a result that the workers all went out, and we realized that the proper time had arrived to exterminate the trouble making organization, and advised our client accordingly. We were told to see the whole matter through to a finish.

We detailed a number of guards, under the command of recognized officers from our regular staff, and they were immediately deputized and kept the strikers from congregating in the vicinity of the mill. Ejectment papers were served upon the committee, who were from another town, and they were ordered to leave town, which they did. Our secret operatives in the meantime were using such arguments as would tend to cause further dissension in the ranks.

Result

At the end of eight days the Italians had given up the fight. Our Polish operative had succeeded in having all the Poles employed call a secret meeting at which they agreed to return to work. When the Italians heard of this fact, they also called the strike off and returned. As they entered the factory they threw their books and buttons into a rubbish can which we had placed near the entrance for that purpose.

Contention

Some manufacturers believe that once this anarchistic element secures a foothold, it is impossible to beat them without a long, expensive fight, but this case proves conclusively that if the matter is handled in the proper way, by using Sherman Service, this organization can be overcome and without a great deal of trouble.

The Big Noise generally works hardest with his mouth—the muscles of others feed it.

Sherman Strike-Breaking Service

Demands Are Made Twelve Hundred Walk Out Over 200,000 Affected

Not long ago the employes of a manufacturing house of national prominence submitted demands for a fifty-four hour week and ten per cent wage increase. The company offered a five per cent advance, but, after several conferences without avail, the help, numbering over twelve hundred, went out on strike.

Plant Shut Down. As only about ten or twenty workers remained loyal, the factory was soon obliged to shut down entirely.

Strikers Affiliate. There has been no union among that particular trade, and inasmuch as there are over two hundred thousand in the trade employed throughout the United States, a certain union made a very concerted effort toward having the strikers organize and affiliate with their association. It would mean the unionizing of every plant in that industry throughout the country. The company on the other hand being one of about fifty others controlled by one corporation, were equally persistent in preventing the above-mentioned union from being successful in this instance, they too, realizing that it would mean the organizing of all of their employes throughout the land.

Enter Sherman Service. Simultaneously with the shutting down of the plant we were called in and practically given *carte blanche*. Keenly appreciative of the confidence rendered, and having at all times the full co-operation of our client, we were enabled to cope with the situation in a systematic, scientific manner, and to give our clients the full benefit of the experience and knowledge at our command on such matters.

Method of Operation. Six secret operatives, two of each nationality which was most prevalent among the strikers, were detailed in order to learn the inside conditions—the acts and contemplations of the strikers and their leaders—who the most violent of the agitators were—the moral and financial support of the strikers and the organization, and primarily, to gain positions of confidence and influence among the men so as to be enabled to render an effective service at the psychological time.

Mill Opens. After a period of about two weeks, when our investigations began to show that the strikers in general realized their position and were beginning to grow restless, the mill re-opened, a notice being posted to that effect forty-eight hours in advance. Invitation was given to all former workers to return under the terms offered by the client.

Workers Imported. Almost simultaneously with the posting of the notice we detailed several of our recruiting agents to various points to hire men suitable for permanent employment. Our instructions were for them not to engage any professional strike-breakers, or anyone who desired temporary employment. We were permitted to offer whatever salary we deemed advisable, and agreed to pay the workers the average wage at the mill, plus a bonus of twenty-five cents a day for each day they worked—this to be paid at the end to those who remained throughout the strike. Also, we were to furnish them with bed and board during the strike, and agreed to give permanent employment after the strike, at the then prevailing prices, to those who proved themselves satisfactory.

Proper Protection. These workers were not delivered to the plant until the second day after the mills had re-opened so that the importation did not affect those of the strikers who desired to go into work of their own accord, but as no more than one dozen went in, fifty workers were delivered on the second day. Accompanying these workers were ten able-bodied guards of commanding appearance. The workers immediately went into the factory and proceeded to work, the regular foremen of the plant acting as their instructors. The appearance of the workers, and the manner in which they were protected, amazed the strikers.

Housing the Workers. As it was impractical to provide lodging for so many (the hotels refusing to have them for fear of their own help walking out) and inasmuch as we expected to recruit many more workers, it became essential to rent vacant houses. This we did, and added to our forces so fast that it became necessary for us to completely furnish nine houses, meeting every requirement of the board of health, fire department, building laws, etc. It was unnecessary for us to feed the workers, because several restaurants desired the good business offered them.

Conveying the Workers. It was impossible to get any housing quarters within two miles of the factory, and we were therefore obliged to convey these workers between their barracks and the plant. The street car company, who are obliged by law to carry passengers, apologetically declined—notwithstanding civil action possible—as they feared trouble in their own ranks. It therefore became necessary for us to engage automobile trucks in which we arranged seating space for between thirty and forty passengers. Several trucks were used in this manner.

No Change in the Situation. For the next few days there was no apparent change in the situation. The strike leaders were very active; they maintained a very severe picket line, enthusiastic speeches were made, in which they claimed that the company was importing strike-breakers who would not do their work, and consequently would soon tire of the tremendous expense, and sooner or later the company would have to evict the strike-breakers and give in to the strikers.

Importation Continues. In the meantime we continued to import help, being careful not to recruit any but the most desirable workers, and in spite of the fact that labor was at a premium owing to the rush of business, we were able by going to the proper points, to select as many workers as were called for. They were delivered in groups of between fifty and seventy-five a day, and the more workers we delivered the more cots we would buy, the more houses would be rented, the more restaurants used, and the more guards detailed.

Inside Secret Service. Although we were very discriminating in our selection of workers whom we recruited, yet, being unable to investigate each man thoroughly, we found it expedient to detail four secret service operatives, who were hired in the same way as the other workers, and afterward distributed so that they would live in different barracks and check any agitation which might arise among the recruits, as well as to immediately report on any labor agitator, or strike sympathizer who might have been hired accidentally. Through this service we rendered a wonderful aid, and were able to keep the factory one hundred per cent clean with loyal workers.

Outside Secret Service. The operatives who had originally been detailed to cultivate the strikers had in the meantime gained positions of influence, two having become officers in the local union which had been started. About eight additional secret service operatives were then detailed to augment the work of the others, and after the plant had been open about two weeks, we made a concerted effort from every point toward causing the strikers to return to work, using such arguments with them as to having them see the futility of remaining out any longer. In a very careful way our operatives caused a realization to come over the storekeepers who catered to the strikers, so that they were able to easily note that it was unprofitable for them to have the strike continue, and that it would be wisdom upon their part to encourage the strikers, who were their customers, to return to work.

Some Strikers Return. The results of our concerted efforts were soon forthcoming. Several of the strikers returned to work. The union leaders, however, became more active, realizing they were losing ground, assaults were committed. Arrangements were also made through some of the leaders to employ gangsters to beat up those of the strike-breakers who returned.

Arrests Made. Through our secret operatives, and particularly those who had gained influential positions in the local organization, we were able to anticipate every move of the strikers and leaders, and by this means we were successful in preventing what otherwise undoubtedly would have resulted in considerable bloodshed. In this way we were able to have several arrests made which resulted in proper convictions.

More Workers Returned. This inspired confidence in many more strikers and they returned, but as they were intimidated while *en route* to their respective homes, which were scattered in various

directions, we engaged luxurious seven-passenger automobiles to convey them in groups between their residences and the factory. With each group we detailed a guard. This extraordinary form of transportation, and the excellent protection afforded, served as a temptation for many strikers to return.

Recruited Workers Remained. Contrary to assertions of the labor leaders, the recruited help remained industriously employed, and in many instances were turning out better and more work within three weeks than did many of the strikers. The factory was prepared to go on indefinitely with this class of help and our secret outside operatives impressed the facts upon the strikers and the local merchants.

Conferences Refused. The company had no need of further conference with the labor leaders, and at our advice, denied interviews to any and all labor organization officials. The press was unable to get any statement from the company. Everybody knew that the factory was running and turning out fair production. The guards gave proper and continuous protection, and there was apparently only one thing for the strikers to do—either to go elsewhere in search of employment, or to return upon the terms offered by our client.

Strike Declared Off. After eight weeks of careful painstaking analysis, all of our operatives were instructed to make one more concerted effort, and to influence all classes and nationalities to demand a secret ballot at the next meeting of the union, and to vote to have the strike declared off. The leaders, recognizing the sentiment among the strikers, loudly declared against a secret ballot, but an operative of each nationality and class presented strong arguments, declared that a secret ballot was the only method whereby a frank expression could be secured if it was a popular vote that was desired, and their followers helped them in their pleas.

Result. The ballot was cast and there was over a four fifths vote in favor of declaring the strike off and returning to work. All hands went back in a body the following day.

After-Strike Service. We were fair to those we recruited and so was the company. We continued to transport, house and feed them for over a week after the strike was finished so as to allow an opportunity for those who desired to remain to get their bearings, procure lodgings of their own, and to allow those who desired to leave to do so without marring the calmness of the situation and to go a few at a time.

Harmonization. After each strike there are always several "rough spots" to smooth and straighten—all of our secret operatives were retained. The guards were also left on duty until the commissary was discontinued. Through our secret operatives many cases of friction were prevented, and conditions which might otherwise have resulted in renewed activities were appeased.

Organization Efforts. Upon the return of the workers the leaders argued that they were not sufficiently organized to have won out at the time, but urged the men to continue to remain loyal to the organization and secretly organize from within the plant so that later their demands might be renewed and with the solid backing of all the workers, they would be able to obtain any demands which might be made.

Dis-Unionizing of Workers. The weekly meetings of the local union discontinued. The leaders of the strike were gradually discharged for one reason or another, and upon almost every occasion their activities were easily disclosed by their association with the leaders outside of working hours. By a further concerted effort upon the part of our operatives in surrounding themselves with as many of the former strikers upon meeting days, and going away upon recreation trips with them, the attendance at the meetings gradually diminished, and at these a sufficient number of operatives were detailed to use the proper influence to promote necessary legislation that would be favorable to our client.

Meeting Dates Extended. As the meetings diminished we made a further successful effort to declare them to be held monthly. Then it was comparatively easy to start dissension among the leaders, which increased to the extent that each gathering resulted in a fight. These occasions allowed our secret operatives to further illustrate the fact that the leaders were out for personal gain, more than to help them, and finally by properly applied methods the charter of the union was returned and the local abandoned.

Finale. The strike is a thing of the past. Many of the recruited help are still working and there is no friction between them and the other employes. The local union was disorganized, and that national industry, of which our client is in the great majority, has not been unionized. Appreciative of the good service rendered, and of the value of Sherman Preventive Strike Service, he has adopted it as a continuous privilege. Sherman Service is his insurance upon maximum continuous production.

NOTE: This is a most striking and truthful illustration of what can be accomplished, because it has been successfully done. There was nothing theoretical about it—the service was practical and expedient. The expense was but a small premium upon the payroll, and investigation will prove to any skeptical or seeking mind that Sherman Service is individual in its operation, and manifold in better resulting conditions.

Customary methods of detective agencies place too important responsibility upon operatives. Not so in Sherman Service. The operative, like information, is but a factor.

The Necessity of Sherman After-Strike Service

NOTE: After a strike there is the same danger to a company affected as to a patient recovering from a serious illness—that of a relapse. Extra precautions must be taken, and constant attention must be given to the smallest detail; if such is done, there will be little cause for any return of discordant conditions.

Sparks Not Extinguished

Demands Made. The employes of a large manufacturing corporation in a metropolitan center went on strike a short time ago, submitting demands for a fifty-hour week and a ten per cent increase. The company, having recently granted the men a ten per cent increase, and believing the workers unjust, refused to grant their demands.

Enter Sherman Service. We were called into consultation and within three days after being given the case, were successful in getting all the men to return to work under the old conditions.

Recommendations Made. At that time we strongly recommended the placing of secret operatives at work among the employes to counteract any movement that might be proposed to organize secretly from within, but our advice was not accepted, and we withdrew from the operation.

Secret Organization and Agitation. Through other operatives who attended meetings of the executive board of the higher lodge, with which the employes at the above-mentioned plant were affiliated, we were able to easily determine that the men were again planning a decisive blow so that they would compel the company to grant them a twenty-five per cent increase and an eight-hour day. On several occasions our business representative personally advised the officials of the company as to their true situation. We were offered a lower rate than we charge, and of course could not accept the business. The firm, feeling that their troubles could be coped with by an agency charging a lesser rate, placed the business elsewhere.

Plant Shut Down. About a month later the employes submitted their demands, and when the company refused to grant them, a strike was called and sixteen hundred walked out. Our business representative again took the matter up with the officials of the company, but was advised that detectives had already been employed—of course, at a lesser rate. The fact was that these “detectives” had been employed since the former trouble.

Sherman Service Again Employed. After the strike had dragged along for a period of ten weeks, during which time the union was assisting the workers in every possible manner—paying strike benefits, furnishing provisions, and securing other positions for the

strikers, the union in question thoroughly believed itself capable of winning the fight, and knew that by so doing there would be a great victory won. The company, too, realized that something different would have to be done, if they were to win, and admitting the superiority of Sherman Service, we were again called upon. In the meantime, and during the employment of other service, we felt it our duty to complimentarily report the trend of events which transpired at the executive board meetings of the higher lodge, and thereby proving to our client that we were giving him information that the other service could not, or did not, render.

Method of Operation. Three secret operatives, two Italians and one Polish, were detailed in order to learn inside conditions, acts, contemplations of leaders, and strikers who were the most violent agitators, etc. Our purpose was manifold; we quickly learned the exact sentiment and familiarized ourselves with the details prior to performing effective work. We then advised our client that, to render proper and pleasing service, it was best to detail six additional operatives, which permission was quickly given. Immediately we assigned four Italians and two Poles to assist the three already at work. The Italian operatives, working from different angles at the psychological moment, were able to discourage further agitation upon the part of their countrymen. As a house divided against itself cannot stand, we arranged to have the Italians hold secret meetings independent of the other nationalities employed.

Factional Meetings. A meeting was arranged to be held one Saturday evening, or, in other words, three days after the last operatives were assigned. The Poles, however, became aware of this meeting and assaulted many of the Italians. Our Polish operatives circulated stories among their countrymen to the effect that the Italians intended to return to work so that they might gain the attention of the bosses in such a way as to secure the better positions when all returned. On account of the trouble mentioned, the meeting arranged for Saturday was postponed until Tuesday night.

The Polish operatives in the meantime had been making every effort to cause their people, who were very stubborn, to hold separate meetings and call the strike off. They were successful in this regard, but while the meeting was in progress the union organizer and delegates became informed of their plans and entered the private hall, where, for the time being, they succeeded in causing the men to defer action until after a meeting to be held at the union hall the following day. This the Poles agreed to do. At the union hall, the following day, the organizer, by promising financial and other encouragement, succeeded in having a vote taken, and five hundred and ninety-three agreed to stay out, while fifteen were in favor of returning. This did not discourage our department heads, nor our operatives in the least, but simply caused them to work with renewed vigor.

Reserved Effort. On Wednesday they again called a meeting of the Poles, to be held secretly, and there was a goodly attendance.

While they would not agree to consider calling the strike off immediately, they were much interested in what the Italians might do in regard to returning to work, and after much discussion, *pro* and *con*, they signified that they might settle the matter the next day, Thursday. In the meantime our operatives, acting upon instructions from their superiors, advised the general organizer and the other delegates that the meeting of the Poles had already taken place, and that they had made certain threats to assault the labor leaders if they continued to keep them on strike. This had the desired effect—the general organizer, naturally anxious to play to the workers in every way possible, realized what he was up against and said if that was what they wanted, he would make a speech urging all the workers to return—he knew they might do so anyway.

Client Pleasantly Surprised. Our client, upon being informed of the action taken by the strikers, complimented us on the excellent character of our work, and stated that we had succeeded in ending the strike one month sooner than his board of directors had anticipated at the time they had decided to secure our service.

Effect of After-Strike Service. Had this client heeded our advice and continued the use of our competent operatives, he would have, without the least question of doubt, been successful in counteracting any movement made by labor leaders; he would have known the names of agitators, where meetings were held, the number of names of employes interested in the movement, the amount of money paid into the union, and by whom, and by allowing Sherman Service to act as an insurance upon his production, he would have had no loss from shut-down, no worries as to what he should personally do, or could try, and our operatives would have been able to follow instructions and mingle with the workers in such a way they would have easily been made to see the futility of allowing labor agitators to have a pleasant life at their expense.

Proof of Contention. As a matter of fact, this is not guesswork upon our part, but is a proven fact. We confronted a similar situation at a neighboring plant in the same line of manufacture, and whose employes, at the first time Sherman Service was employed, were affiliated with the same union. This client continued to use Sherman Service—and does to-day—he continued and had no labor trouble, no relapse of any kind, and has had no trouble with his employes since. Furthermore, our operatives have obtained positions of influence in the union, so that they can easily influence the affairs within the organization in the proper direction for the welfare of the client.

Moral: Sherman Service, being *superior* service, undoubtedly saved our client over \$100,000.00. With continuous application it is an *economical insurance upon maximum production*.

A Few Pertinent Questions

Who owns your business? Do you? If so, you cannot continue unless you analyze from an unbiased standpoint, and devote your continuous and careful intense attention among the human element within your jurisdiction.

Labor unions were not originally formed for the purpose of becoming physically antagonistic. Through agitators and radicals there have been losses of time which have cost billions of dollars both to capital and labor.

Hundreds of *exorbitant* wage-scale increases are credited to officials of unions which would not be a fact had knowledge been gained by the employer at the proper time.

Had you secured the services of an uninterested third party and learned what your employes really should have received in wages and time, you would have received credit which it is impossible to grant you at this time.

Do you want credit for future actions of such a kind? Is it not economy for you to insure your maximum production continuously?

Sherman Service is the connecting link between employer and employe. It is as necessary an insurance as any and all your other policies combined. Its application not only benefits, but brings to the client credit from the ranks of labor—credit that is due when increased benefits are inaugurated.

A Sherman client recently stated, "For the past year I have owned my own business."

Sherman Service should be a continuous privilege in any corporation.

The Murder of Emma Jamison

In a little quiet home on Mt. Placid Island, in Maine, there lived until recently a widow and her son. Life was simple to them and thoroughly enjoyed. Emma Jamison had tried to live according to the Golden Rule, and had brought her boy, John, up to manhood as well as her humble means would allow, and though life would at times seem hard, somehow or other she would successfully contrive to meet conditions. They were a happy family, and ever conscious of her duty to her boy, Mrs. Jamison looked forward to the periodical visits of a certain sea-captain who had made his home with her while on land, owing to the fact that he had suffered an estrangement from his wife, and seemed to take much pleasure in making Mrs. Jamison his confidant and friend—possibly desiring some day to make her his wife. The future looked bright.

Livelihood in such localities as Mt. Placid Island is sought in various ways, and always secured—such as it is—but the summer colony at Star Harbor was the refuge of the natives. Enough was generally made in summer to meet the desires of the winter months, and the wealthy enjoyed the keen pleasures of studying the country folk, in return for which they paid the price for their necessities and pleasures, to the advantage of all concerned. John Jamison made friends, his mother the same, and through these associations Mrs. Jamison could easily picture her boy's future as being a big man in a big city working for some large corporation, whose officials spent their summers at Star Harbor. Her dreams were rosy, her visions bright; but Emma Jamison was never to see that day.

It was in berrying time that a tragedy awakened Middlesex County. Emma had joined some friends and gone into the woods in search of wild berries, which were more than plentiful, and John had done the same. John soon filled his pails and returned to the house about three o'clock in the afternoon, and finding that his mother had not returned, he replaced the front-door key under the mat and went for a stroll over to a friend's house. He came back about four, found the door locked, and the key in its usual place. Thinking it peculiar that she had not returned, he looked in the window and saw his mother's pail of blueberries upon the table, which indicated that she had returned. He went around to the rear of the house, gained an entrance, and in passing through the home, discovered a large spot of blood upon the floor of the living room. A lamp chimney lay broken on the table, and one of his mother's clean aprons, stained with blood, was also in plain view. This led him to think she had cut herself and gone to a neighbor's for assistance. He waited for a few moments and then went in search of her, but was unsuccessful; apparently she was nowhere to be found. He quickly spread the alarm—excitement immediately prevailed, and everybody began to search for Mrs. Jamison.

Murder is an awful thing—we read about it in the dailies, regret that some one must finally suffer punishment for a crime committed, and feel sorry for the friends and relatives of the victims, but we never realize its full intensity until it strikes us personally. We frequently and gladly sign some petition to pardon a criminal, seek our friends and neighbors to do likewise, but let murder be done in our midst and hell has no fury like ours—we forgive not, neither do we forget.

The search of the posse was rewarded by finding the battered body of Emma Jamison just at the edge of the woods, to the rear of her little home—apparently killed with one of her own flatirons, one that she had used to keep up cleanliness and good appearance for years. A fiend had perpetrated another dastardly crime—the whole county was ablaze, and revenge was the one thought. “Find this brute and make short shift of him” was the hue and cry everywhere; excitement prevailed. Millionaires left their golf, sportsmen forgot their fishing and hunting, society buds forgot their afternoon teas and bridge, farmers left their fields, fishermen tied their craft—everybody knew Mrs. Jamison, and were of one voice in their desire for revenge. John Jamison, who had lived with and loved his dearest friend, quickly gained an appearance of twice his nineteen years, and he was the object of public pity.

Emma’s head had been literally crushed with the flatiron and apparently there had been two assaults, one in the house and the other after her body had been dragged to the woods. Examination proved that no criminal assault had been attempted, so robbery was evidently the motive for the crime.

County Attorney Swanson immediately began an investigation. Gossip had it that John had quite a sum of money in the house, but it was found that about all but three or four dollars of it had been spent. It was also said that Mrs. Jamison’s friend, the sea-captain, had given her about forty dollars for safe keeping, and inquiry brought forth the fact that such might have been the case, but also proved that the man had not been in that vicinity at the time of the commission of the crime, thereby eliminating him from suspicion in every way. Everybody seemed to think of but one person who would do such an awful thing, but there was little brought to light that would point to this man’s disadvantage. True, his life had been a peculiar one; he had committed various petty crimes, been a drunkard for years, and from childhood everybody had been afraid to trust him because he would invariably steal anything of value with which he came in contact. Suspicion pointed strongly in his direction, but Henry Smith was Emma Jamison’s nephew—it did not seem possible that, low as he might be, he would murder her in cold blood—kill the one who had befriended him time and again. Attorney Swanson could not find enough evidence to warrant his arrest; the public demanded action from the authorities; the summer colonists offered financial assistance, which was of course refused, but the County Attorney sought vainly for some clue upon which

to base his action—a clue that was not only a suspicion—but he was unable to do so. Sherman Service was called upon, and given *carte blanche*. “Get the guilty one” was the order received. We did.

An open investigation by a Sherman expert brought forth much information, but not enough to warrant an arrest of anyone. Henry Smith might be guilty of the crime, but he had apparently covered his movements with a certain amount of shrewdness. He had previously been questioned, interviewed, brought into contact with the body of the victim, but had shown no signs of guilt—he was either a fiend in the guise of a man, or guiltless. It was hard to surmise that he would perpetrate such a crime with such little motive. Whiskey, the devil’s disguise, works in divers ways peculiarly. We continued to investigate Henry Smith.

Smith had a wife and four children. Sandy Creek, as the little hamlet where the murder took place is called, has no industries. There is only one store in the village, and the house where the Smiths lived was a three-room dwelling, made cheaply. Smith’s father-in-law lived almost opposite, in a like dwelling. Mrs. Smith was hampered by a large family and dire poverty. It was said that she had been with Henry to neighboring localities and her actions indicated that she was not altogether certain of Henry’s innocence, but she defended him with all her might. However, it was through questioning her that our detective gained his first real belief that Smith was guilty.

It was natural to assume that the time between three and four o’clock of that fateful afternoon was when Henry would have to account correctly for himself, if he was to be outside the realm of suspicion. Smith claimed that he had been doing some mowing at his father-in-law’s place in the morning, and after he had finished, he and a questionable young fellow in the neighborhood had procured two pints of whiskey and gone into the woods picking wild orchids. After awhile they had returned, secured a scythe and gone to a Mrs. Wrenn’s house and sharpened it, after which he had returned home, where he had done about five minutes’ work with the scythe. He claimed that he was not in the vicinity of Mrs. Jamison’s at the time stated. He was seen, however, by children as well as by a carpenter, walking down the road nearer the victim’s home than the point where he claimed to have been when he and his young friend went after the orchids. Suspicion was strengthened. Questioned as to the clothes he wore, he gave conflicting answers. Smith claimed to have worn the same clothes he had on, which consisted of a dark shirt and black overalls, while several people declared that they had seen him that day with a pair of light trousers, and a faded light-colored shirt on. The boy who was with him when they secured the liquor stated that Smith wore light clothes. Mrs. Smith stated when questioned, that Henry’s light-colored trousers had long ago been torn up and used for a floor mop, and finally, did produce a pair of dark mixed trousers, saying that they were the ones Henry wore on the day in question.

It was time now for Sherman Service to begin its secret work—everybody knew that there was a “city detective” working openly in their midst, and continuing along with this open investigation, we also immediately detailed two secret operatives, a male and a female.

Ethel Gardner seemed a kindly soul. She came into the little village of Sandy Creek shortly after the awful murder, and people hesitated in talking with her about it, she seemed so sad. Her story was a pitiful one. At the age of sixteen, while living in Portland, Maine, she had fallen in love with Fred Gardner, who was working there. Gardner came from St. John, New Brunswick. He was a fine young chap, and they were hastily married, much to the disgust of his people. Their happiness was of short duration—Fred died of pneumonia the July following their marriage. She had a little money, and her husband's life insurance was small, so she had to economize in every way. She had no children, but dearly loved them, and came to Sandy Creek because of its quaint and quiet atmosphere, where she could be alone with her thoughts. She could not bear to go back to Portland and meet her girlhood friends. Northern Harbor had always appealed to her since the death of her husband—they had spent two weeks of their honeymoon there ten years previous. She was a sentimental soul, the sort that quickly gains the confidence of new acquaintances because of the natural sympathy always extended to those in seeming distress. Folks soon learned to love Ethel Gardner, and the little folks would gather around her and listen to her stories, taking strolls with her through the woods and enjoying the little goodies she would give them. Henry Smith's children seemed to gain a closer relation with her than the others, and the townspeople wondered why, but it was plain that she had no favorites; she loved them all. Everyone thought kindly of Ethel Gardner and pitied her. Her silent face and quiet mannerisms appealed to them. While in Northern Harbor she became particularly friendly with some relatives of Mrs. Smith's who kept a florist's shop there, and to them she confided her desire to get out into the country where the board would be cheaper and she could be out among the fields. Through these new friends she was fortunate enough to secure a boarding place in Sandy Creek.

Ethel Gardner was a part of Sherman Service, and had been instructed to make the acquaintance of all those who were liable to have any definite information about the crime, especially the family of Henry Smith.

Henry Smith had apparently picked up a new acquaintance, too, for he had recently been seen about the locality with an uncouth-looking character. They were working together upon a job in the woods, and apparently went to work together and returned the same way. There was little that could be learned about the newcomer, he talked to no one to any extent, continually asked for mail at the little store, and where he remained nights was a question. The townspeople began to put “two and two together”—maybe this fel-

low was about when the crime was committed—who knew? Smith seemed to know him fairly well, but when questioned by his acquaintances he claimed to know nothing about the fellow other than that he had recently arrived and was working about at odd jobs, the same as himself. People disbelieved him.

Sherman Service was beginning its good work when, through a misunderstanding, the authorities arrested Henry Smith for the murder of Emma Jamison. The County Attorney was much upset, for he believed that it was impossible to convict Smith of the crime—there was no direct and but very little circumstantial evidence against him.

The sheriff was advised accordingly, and again Sherman Service proved its worth. Smith's new-found associate was likewise arrested on suspicion. A Sherman detective was to live with Smith in his prison home.

The inmates of the jail had little to do with Smith, all except one, and to that friend Smith confided many things. He would discuss his lawyer's efforts and advice, tell of the reasons why he did not commit the crime of which he had been accused, and insisted continually that the city detective was trying to "frame" him for something that had to be avenged to satisfy the public. There were nights which Smith would pass in sleeplessness, when he would rave madly, and bemoan his fate, only to be followed by days of quiet and silence. His wife would visit him in his cell frequently, and at first she mistrusted Henry's new friend, but she gradually became less suspicious and would openly discuss Henry's case so that his friend might listen.

Gradually Smith became less guarded in his conversation, and would relate certain occurrences in his past life which were not of a good character; would give his reasons for believing or disbelieving the assurances which his lawyer gave him from time to time, and finally confided to his friend that he had a brother in the West Indies who had wanted him to come there and live. Finally, on disclosing the fact that he had no compunctions as to leaving his family, he acknowledged that he would like to make an escape, and laughed at the anxiety of the authorities in trying to find a certain pair of light trousers which he wore on the day of the murder.

The "city detective" in the meanwhile was learning much that did not make for Smith's welfare. The lawyer was interviewing witnesses, and claimed that a great injustice would be done if Henry was indicted. But the light trousers would present themselves for discussion, and developments conclusively proved that they might prove Smith's undoing. Neighbors saw smoke that was extremely black coming from the chimney of the Smith home the evening following the murder. Smith had openly spoken of joining his brother in the West Indies, and had sought money apparently for that purpose, especially when he was drunk.

Even when Henry had sharpened the scythe at the Wrenn home that afternoon, upon being told that he "burned it" he had cursed

roundly, exclaiming that he was "as drunk as a fool." Everything pointed in his direction, and his wife was apparently trying to prove an alibi for him. But "conscience doth make cowards of us all." Henry gradually wore down, his guilt became more evident, lack of decision as to whether he confess, try to escape, or stand the chance of a trial, was breaking his spirit. He became more nervous, more sleepless, and continuously talked with his prison friend. He grasped at the straw of joining the "gang" of his friend, if he could qualify as a member, planned the escape of both; but fearful of the darkness, and unable to sleep, his bluster and boastfulness soon wore out.

It was out in the golden autumn-colored woodlands that Henry's little boy told his "Miss Bountiful" about his papa and mamma—how "papa had come home one day with his clothes all bloody, was drunk, and how mamma had burned his clothes." It was enough to prove the fact that Smith was guilty in every meaning of the word, but a confession was absolutely necessary—no jury would allow a child to influence it entirely, especially if Smith should state and prove otherwise. A visit to the jail was planned so that the child might see his father.

The jailer told Smith that his boy was coming to see him, and Henry's associate had been advising him to confess anything on his mind that connected him with the crime—to clear himself of all suspicion, that is, if he was innocent, and Smith had replied by asking the penalty for a criminal who pleads guilty to manslaughter. His mind was working in our direction.

The little fellow came, his kind lady friend and mother with him, and it was simple for the topic to be brought around to the matter of the bloody clothes. The anticipated results were realized—Smith confessed.

Henry Smith and another fellow had been out picking wild orchids on that day, and they had in their possession two pints of whiskey, one of which they drank before starting, concealing the other in the house. Upon their return they had had another drink, and then he had gone over to Wrenn's to grind his scythe, but shortly returned home and took another drink. After mowing for a short period in his father-in-law's field, he went on up toward Mrs. Jamison's house. He was drunk and entered her home with force. She made at him with a knife, and picking up the first thing he could lay his hands on, a flatiron, he threw it at her. She fell to the floor, blood flowing from her head. Dazed with drink, and realizing that he had killed her, he dragged her body out of the back door and into the woods, wrapping a napkin around her head so as to leave no trail of blood, and pulling her skirts up over her head by way of further precaution. After getting her there, he tore pieces from her underclothes and wiped his hands. Still dazed, he went home, but could eat no supper. He built a fire and watched his wife get supper for herself and their boarder—afterwards he went out with the washing.

Until he came back from the Jamison house he had worn a pair of light gray trousers, a light-colored shirt without a collar, a black sweater and heavy black shoes. They were burned next morning. His wife had noticed the blood the night before.

Henry Smith was indicted, pleaded guilty and was sentenced to life imprisonment. He had planned, he thought, well—his lawyer had done what he could with the means in his possession; his wife had shown extraordinary loyalty for one of her environment, but Sherman Service, aided by a single weapon, the truth, secured the real facts, got to the root of all information, and accomplished results that satisfied the public, the client, and again established the fact that society is best served by the Sherman Detective Agency.

WHY NOT THINK?

It's a little thing to do,
Just to think.
Anyone, no matter who,
Ought to think.
Take a little time each day
From the minutes thrown away;
Spare it from your work or play;
Stop and think!

You will find that men who fail
Do not think.
Men who find themselves in jail
Do not think.
Half the trouble that we see,
Trouble brewed for you and me,
Probably would never be
If we'd think.

Shall we then consider this?
Shall we think?
Shall we journey, hit-or-miss,
Or shall we think?
Let's not go along by guess,
But rather to ourselves confess,
It would help us more or less
If we'd think!

Why "Sherman Service?"

The Sherman Detective Agency does not resort to brass-band tactics, nor has it outside financial backing or political pull. It has not reached its present high standing through tradition because of one or two wonderful climaxes which have been disclosed to the public. It is a *secret* organization, whose success is due largely to the personal supervision given to each case, and to the constant and careful instruction of its operatives, regardless of their experience or the nature of their work.

Sherman methods are mostly modern, original, practical and systematic. The detective business has been analyzed and studied from a commercial basis rather than from the point of a profession, eliminating the mistakes made by other agencies, adding to the advantageous features, and thereby doing away with the situation confronting those who have had nothing but police experience for their support. A modern detective service must be rendered by men of wide scope, broad-mindedness, and extensive general business experience.

There are ten reasons why "Sherman Service" should be a privilege over any other:

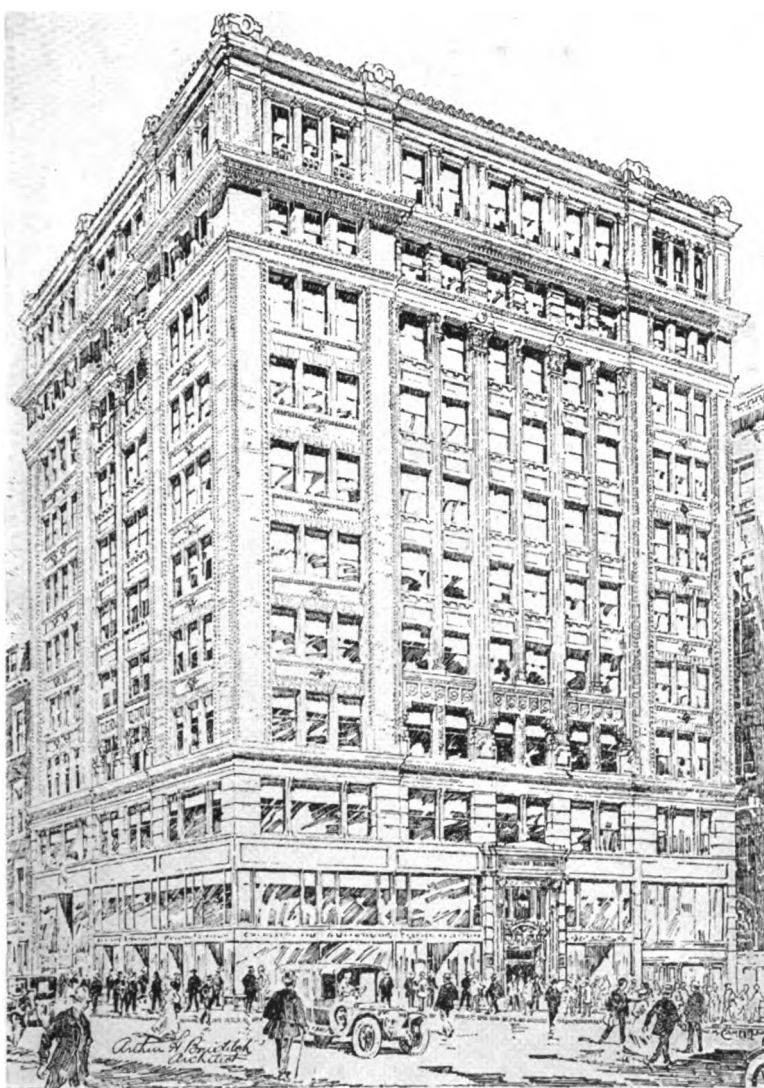
1. **MANAGEMENT AND PERSONAL SUPERVISION.** Each case from every office is under the personal attention of Mr. Sherman. A daily condensed report is rendered to him—from each department—thereby allowing his personal suggestion constantly.

The detailed reports, dictated by department superintendents are carefully absorbed by the local manager, all cases receiving his continuous advice and instructions. Each department in every office is under the direction of an expert in that respective field.

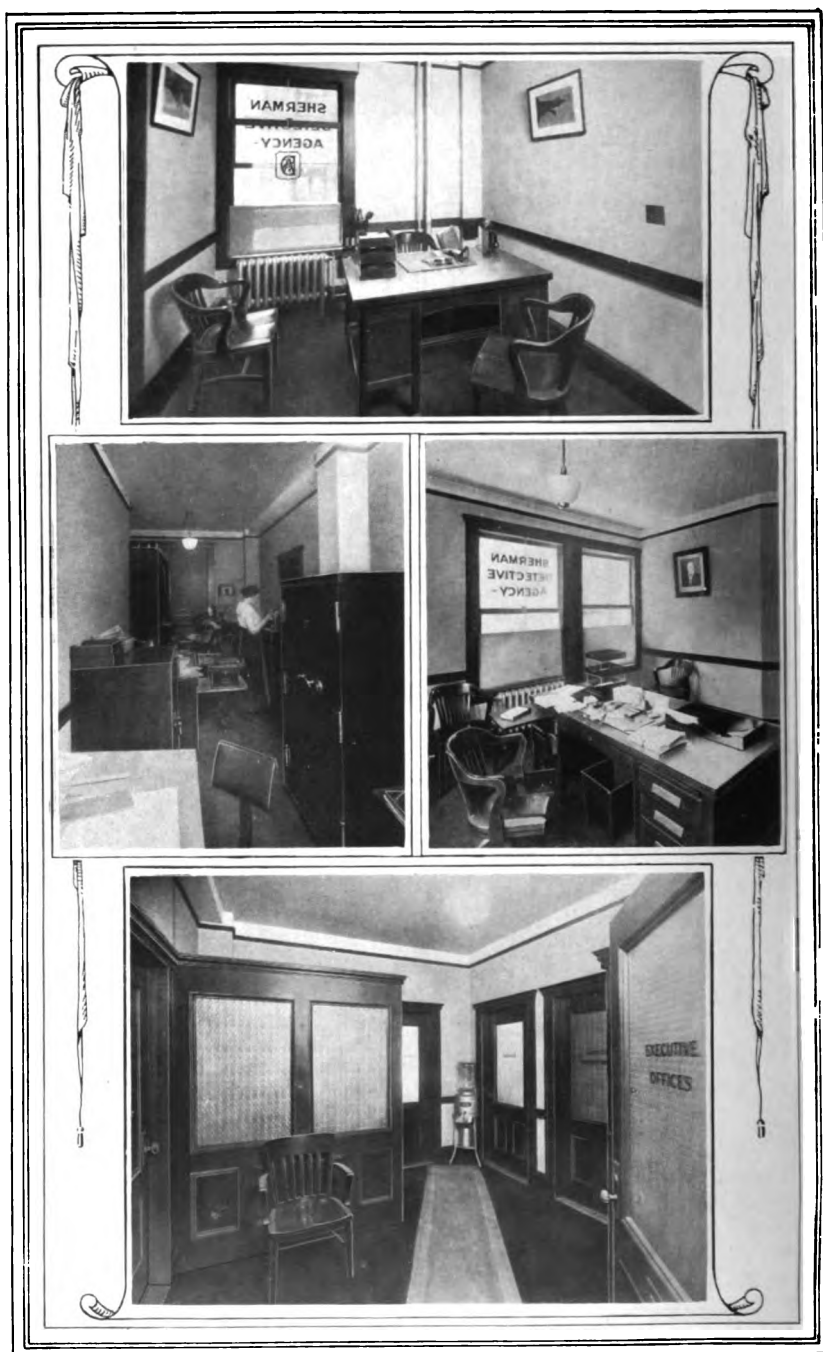
2. **EMPLOYMENT DEPARTMENT.** Sherman Service methods of employment are at distinct variance with other similar organizations. Sherman Service maintains distinct departments under competent employment superintendents, who are thoroughly trained in judging human nature and detective possibilities. These employment superintendents devote their time exclusively in interviewing, training, examining, investigating and testing out applicants before they are assigned to the professional department. Each applicant is thoroughly schooled and must pass rigid examinations before being turned from fictitious cases to real ones, and his reports must reach the standard of Sherman Service requirements before he can be assigned to any operation.

3. **SALARIED OPERATIVES.** All operatives are employed upon a permanent salaried basis—the natural tendency to prolong a case for mercenary purposes is thereby eliminated. Sherman Service operatives receive no more whether engaged upon one case or another—they are continuous employees.

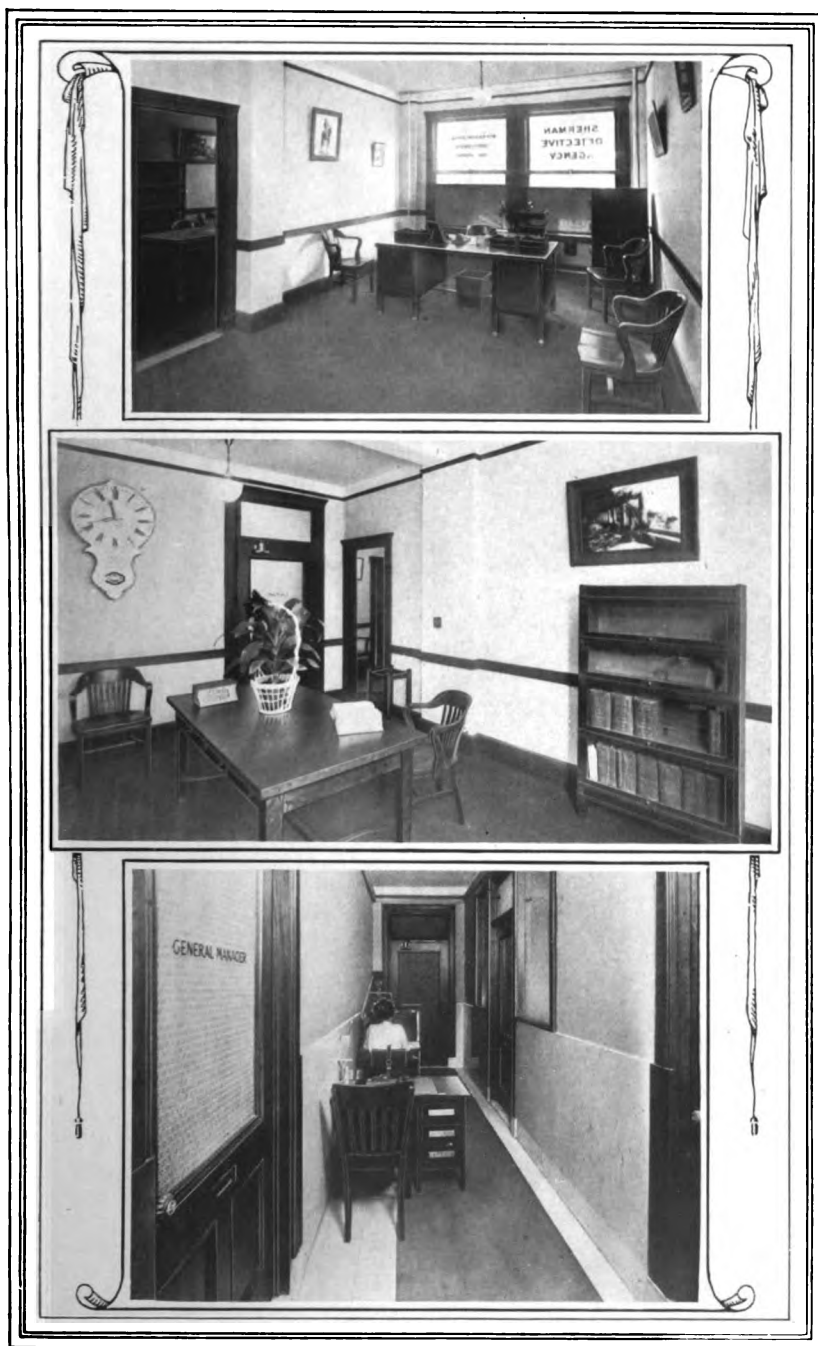
4. **BETTER OPERATIVES.** Engaging operatives upon a regular salary basis allows the choice of most competent ones. Few, if any other



The Devonshire Building, 10 State Street, Boston, Mass.
Gives the Sherman Detective Agency a very desirable location, and allows
clients quick and secret access



Executive and Clerical Offices



Entrance and Manager's Suite



**Business Department Offices
Boston**

agencies employ as does Sherman Service, and the result is apparent.

5. **CONCRETE ORGANIZATION.** Maintaining a very extensive organization—to the best of our knowledge the greatest of any agency in the country—gives Sherman Service permanency in its application in any special direction.

6. **FLEXIBILITY.** Among the Sherman Service staff are men and women mechanically and commercially trained, so as to competently fill positions in factories, mills, stores and offices—assuming any position from that of laborer to executive.

7. **SECRECY.** The sales department of Sherman Service is absolutely separate from the professional department. Under no circumstances are solicitors allowed to operate nor operatives to solicit. Operatives, solicitors, office-assistants and their associates are not allowed to come into personal contact, except under exceptional directions from superintendents. Superintendents nor assistant superintendents are not used as solicitors at any time or place. They are confined strictly to their departments and give them their entire attention.

8. **LOCATION.** In many cities Sherman Service is so situated that it can reach all points with dispatch and ease. Absolute privacy is continually allowed. Prospects and clients can enter and leave any building where Sherman Service is located without any publicity whatever as they so desire.

Where Sherman Service does not maintain offices it is represented by the very best concerns possible to secure, where work entrusted to them will be carried on under Sherman Service direction.

9. **DEPARTMENTS.** Sherman Service is divided into three distinct departments: Civil, Criminal and Industrial. A competent official is in charge of each department, in each city, thus enabling the expert handling of any case. With an extremely large force of operatives quick assistance can be efficiently rendered in all matters.

10. **GENERAL.** No signs are sold. No faked conditions are brought to the attention of a prospect to gain his association. No yearly or monthly contracts are required. The Sherman Detective Agency seeks the association of the business executive in a strict ethical manner, craving the opportunity of serving as long or as short a time as clients desire—depending upon their ability to render valuable—effective—constructive service throughout the duration of their employment.

When given *carte blanche* Sherman Service has never failed to satisfy.

We can confidently refer to executives, individuals, attorneys, and prominent officials who gladly vouch for our ability to assume successfully any obligation sought. We are serving hundreds of leading concerns throughout the country, many of which are the largest in the United States.

Enthusiasm is the emblem of energy—unending effort, the principle of hope, self-confidence, prosperity.

Black-Hand Mystery of Sodus

Every criminal may leave a trace of his work—a trail which will lead to the apprehension of the guilty one, but apprehending and convicting are somewhat contrasting. In order to substantiate a confession, corroboration is absolutely necessary—especially where there are no witnesses to the commission of the crime. Again, many times an innocent party might be wrongfully accused, and possibly convicted, unless corroboration is of a positive nature. Courts as a whole compel such procedure, and it is therefore essential that strict observance to detail be continuously adhered to wherever a criminal is sought.

One pleasant, snappy, November morning, in the prosperous lumber town of Sodus, Vt., James C. McNutt, one of the town's wealthiest and most prominent citizens, director of the Sodus Trust Company, and a large stockholder of the local street railway company, was alarmed over the receipt of a "Black Hand" letter. The quiet of the town was quickly disturbed—nothing of the sort had ever occurred before.

At the top of the letter was a crude drawing of a bomb, a dagger, skull and crossbones, and the usual "Black Hand." It read as follows:

"We give you until Saturday to put \$5,000. down by the mill box shop. Drop it at the first iron rail near the shop. Will be watching you and every movement will be known. If you make a move to call the sharriff we will show you that you wont live 24 hours. We have everything ready to throw thru your bedroom window if you do not give up. If you tell anybody we will know it. If you want to spair your life do as we ask. We mean business.

(signed) E. B. I. T. D."

Nobody had seen anyone leave the note; it was a mystery. McNutt found it early in the morning while starting for his usual morning walk. The last one to enter the residence the night previous was absolutely certain that the note was not there at ten P.M. McNutt immediately called the attention of the authorities to the matter.

The note was written with a pencil, on paper of ordinary tablet variety, in use by many local families. Apparently it was the work of an expert, or one who was familiar with crime and knew the ways of disguising handwriting and preventing finger-prints.

The authorities immediately arranged to drop a decoy package at the specified spot, after which they secreted themselves and waited. Within a very few moments a boy picked up the package and was immediately placed under arrest. When questioned he stated that he was sent there by his father to get the package, and was held

for further investigation, and his father was placed under arrest. The parent protested his innocence, and claimed to know absolutely nothing of the matter.

A day or two later a hearing took place before State's Attorney J. K. Manning—a very aggressive prosecuting official. Naturally, there was a large attendance at the hearing, where the father was subjected to a severe grilling and denied sending the boy, nor of even knowing where there was any package of any kind. He was able to furnish a complete alibi, and proved emphatically that he was in bed by eight o'clock the previous night, and did not leave his home until after the note was found in the morning.

The boy testified that he picked up the package simply because he thought there might be something in it that he could use—that he had frequently done the same thing, but when approached by the officers he was afraid of being accused of stealing, and made the claims mentioned owing to that reason.

The handwriting, in print form, was taken of both father and son, in the presence of a handwriting expert, but there was no likeness to them and that in the black-hand note. The State's Attorney ordered that handwriting specimens of every one present in the court-room be taken, and the test was conducted under the direction of the expert. There was nothing brought to light that might cause suspicion to rest upon any one, and as the father and his boy could not be held upon the evidence submitted, they were both released.

The townspeople were much worried. An extra guard was thrown around the local banks—doors, windows, etc., which had never known a key before, were immediately secured. They were all afraid of what the future might bring forth—everyone clamored for an investigation. They wanted expert detectives before the criminal had an opportunity of carrying out his threats. State's Attorney Manning called Sherman detectives into consultation, gave us all the evidence he had procured, and we were ordered to proceed at once and apprehend the guilty party.

It is known to be a psychological fact that a criminal at large will visit the scene of his crime—or will attend a court hearing in connection with it. We therefore determined that, if the black-hand note was written by some local person, then that person must have been present at the hearing, so we naturally devoted much time to the specimens of handwriting which were taken at the hearing.

While there was not a great deal to base an opinion upon, we were inclined to especially scrutinize the handwriting of one Charles Page. Although there was no familiarity in the spelling, nor the characters of the letters, yet we detected that the "upwards" and "downwards"—as handwriting experts refer to handwriting—was strained and unnatural.

We immediately began an investigation as to Page's character, history, etc. We found him to be what is known as a "local character." He worked only when he had to—had never been arrested,

but had recently sprung into the limelight by claiming to be an heir to \$40,000 which had been left him by his uncle.

Almost simultaneously with this material at hand, we assigned a detective, known as No. 17, to work in a lumber camp where Page was then employed, so as to cultivate him and gain his acquaintance. Detective No. 17 was a French-Canadian—as was Page—and of about the same age and build. Both had previously worked in lumber camps—the detective having gained his lumber experience while engaged on other investigations.

Several days passed, and as the men were working in different gangs, it was extremely difficult for No. 17 to make the necessary excuses to be transferred to the several camps; but he was finally successful, and they met.

No. 17 did not try to force acquaintance with Page—in fact, he acted in a distant manner toward him for several days. Page was ugly when drinking and few of his fellow workers cared to have much to do with him. Thus, when some ten days later No. 17 commenced to show a little friendliness, it was welcomely received. They were soon exchanging confidences.

In due time No. 17 confided in Page that he was lying under cover, as he had committed a crime for which he was much desired in certain localities, and deemed it advisable to stay until things blew over. Of course, Page was pledged to secrecy before he received the information given. Page did not seem adverse to associating with a self-acknowledged criminal; in fact he seemed to feel proud of the association and also confided to the extent that he had committed certain minor offenses from time to time, but in no way referred to the black-hand note.

After they had been friendly for about a month, and the detective felt sure of his grounds, he advised Page that, as the “bulls” had apparently forgotten him, he believed the time was ripe for a clean get-away—that he believed he would hike for distant productive fields. As was to be expected, Page offered to do likewise. After much grilling of a fictitious nature by the detective, Page proved himself to be able to keep his mouth shut, and passed the necessary examinations to be regarded as a proper associate of the underworld.

When they arrived at Mountville, which is a large city, Page confided still further concerning his knowledge, but it was mostly lies that he related to substantiate his ability in criminal work. However, he refrained from referring to Sodus. The detective finally confided that he was a member of a western gang and that they did not work on minor jobs. He told Page that the gang got a line on a job first, then planned and operated accordingly—he also advised him that he was in Mountville to “look over” a large city bank which was to be the next job for the gang.

No. 17 tried at this time to get what he was seeking, and asked Page if he had the nerve to go through with the job. The reply was an egotistical one: “I am with you in anything you do. I am

not as green as I look. There's a lot of things I haven't told you yet. You can trust me all the way through!" Naturally, congratulations were exchanged. Then No. 17 told Page that the chief had been advised of the new member and was glad that he was a good prospect. Page was pleased and the friendship waxed warmer.

A few days later the detective received a letter which purported to come from a western town in which he was advised to be sure of his ground, and not to trust the new bird unless he was mighty sure. There were other instructions in the letter and he was told to look over the "crop" and report. No. 17 showed the letter to Page, told him that the "crop" was the First National Bank of Mountville.

Page volunteered to bind and gag the watchman, while another member of the gang, who was on his way, would "pour the soup" (nitro); then the three would make their get-away with the "swag." The plan was definitely arranged, and for the next two or three days and nights the ground was looked over and plans perfected to make a clean job of it. So peculiarly careful were they to escape detection that one evening a local police officer unsuspectingly came upon them—arrest was evaded by a quick-witted answer upon the detective's part.

At this time No. 17 tried to prove to Page that he should have his "discharge papers" handy, so that when they got to where the chief of the gang was located, he could establish himself properly into the good graces of his superior. Page apparently did not understand, and No. 17 further explained that Page should be able to have some newspaper clippings, letters, or something of that sort, to prove that he was eligible to belong to the gang.

Page seemed interested, thought it over, and quickly drawing his automatic from his pocket, he stuck it under No. 17's nose and exclaimed: "Now, here, Mr. Detective, this is just what I have been waiting for—I am on to your little game, and as long as you did not ask me any questions I was willing to stay in your company, but now that you have got down to fine points and want to find out if it was me that sent that black-hand letter, I want to call your bluff. I ain't going to say a word about it, anyway, but I am going to make short work of you!"

The detective was, of course, taken by surprise. Such things happen; but, inasmuch as there had been no mention made of the black-hand letter, No. 17 took a chance that the fellow was bluffing, and "called it." Becoming highly indignant, to all appearances, and then bursting into a laugh, he wisely appeared to take the whole thing in a joking way, congratulated Page on his "Wild West" stuff, disarmed the fellow, and soon the whole deal was passed off in a joke.

The deed was done, however. Page had verified our suspicions—we knew then that he was the guilty party—the next move was to secure the evidence.

Later in the day, while No. 17 was coaching Page in the answers he was to give the chief, when he saw him, he mentioned that inasmuch as Page had talked about a black-hand note that he use it on the chief—so together they concocted a story that would get by with the chief, using the black-hand letter as the proof of his ability to put things over. Page rehearsed the story as he desired—No. 17 coaching and suggesting the proper emphasis to use and when to use it. It really was the whole truth that Page rehearsed—and when he would falsify, the detective would suggest that he make it more practical, which was, as was afterward proven conclusively, the entire fact.

The following morning, while they were putting the finishing touches on the alleged story, the detective kept plying questions that were supposed to come from the chief and Page would readily answer them. Finally, No. 17 blurted out, "Page, you say that whole stuff just as though it was the truth. My God! You'll convince the chief all right—your nerve is all right, believe me. If you'd told me that story months ago, I'd had you out making the kale before this—it sounds just as though you'd been through the whole deal."

"Well," Page replied, "I've told you the truth, all right. Every word I said was true—it ain't no lie—I sent the note and I wrote it myself. You're the first man I've told it to, but I guess you're all right. You've played fair with me, so I'll come clean. I know your plans on the First National, so I guess I can trust you." They grasped hands—the last bond had been completed.

They further planned the contemplated job; Page explained more about the black-hand note, and they waited for the coming of the chief.

A confession is not sufficient proof to convict; conclusive proof must be established. The detective further explained to Page's satisfaction that, in order to allay any suspicion that might come Mountville-way from Sodus, Page write another black-hand note to McNutt exactly the same as the one he had previously sent—that the wording, paper, etc., be exactly the same, with one exception. No. 17 suggested that another clause be added at the end, making the commands more specific, and he offered then to go down to Sodus himself and leave the note in the same place and way that Page had done.

Page saw that this action would thoroughly prove that he was not connected in any way with the former one and throw off suspicion forever in his direction. The note was written, and No. 17 left, supposedly, for Sodus; but the black-hand note was sent to headquarters. Mr. Sherman compared the two, verified every fact that seemed to appear, and left for a conference with the State's Attorney, resulting in a warrant for Page's arrest. Mr. Sherman then proceeded to Mountville with a police official, notifying No. 17 to arrange accordingly, and another detective was dispatched to act the part of "chief of the gang."

In the meantime, and before the arrival of Mr. Sherman and the officer, No. 17 and Page left their rooming-house for a nearby

restaurant. The two former gentlemen went to the room occupied by Page, and concealed themselves in a clothes closet. There they awaited, not only Page and No. 17, but still another detective, who was the "chief" the two had been expecting.

The conversation which took place can be well imagined. Page qualified before his adopted chief that he was perfectly capable of associating with the gang. But he "spilled the beans."

When requested to raise both hands as high as possible, Page tried to reach his automatic which lay upon the table, but he failed to do so, and after quite a fight, which was strenuous for a few moments, he was handcuffed and taken to the lockup.

At the trial Page confessed and was sentenced to a long term in the State penitentiary. SHERMAN SERVICE, the product of the Sherman Detective Agency, had again served society. It is not an easy task to secure a conviction, even though the criminal may be easily apprehended.

To a concern who wants to practice modern business principles, Sherman Service cannot help but appeal.

Mr. Employer, Listen!

You have probably spent thousands to build your business. You have done likewise in keeping it up to efficient standards—experts have spent hours upon hours to build, to invent, to perfect and improve each item of your various products and departments. Everything has been kept in constant repair—your machinery well oiled, everything done to have your customers satisfied, your product up to the moment, and your profits what they should be. You have insured the lives of yourself and your officials, as well as your plant, for the sake of protection. These actions are, as a rule, all mechanical. What have you done as concerns the human element—are you giving it as much attention as you should? Indeed, it is the most important factor in your business—upon it you are entirely dependent—without it you cannot exist. It is a vital question, Mr. Employer.

You may be paying the highest wages in your vicinity—perhaps your working conditions are more pleasant than any other factory in your locality, but *do your workers know it?*

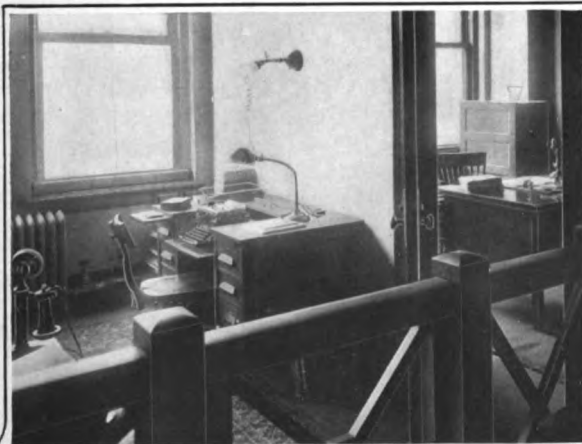
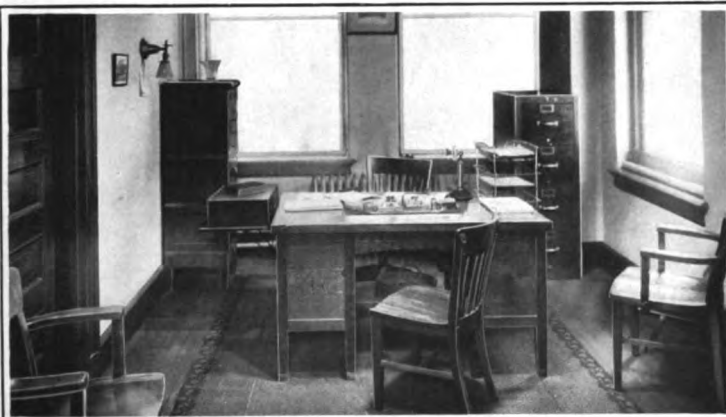
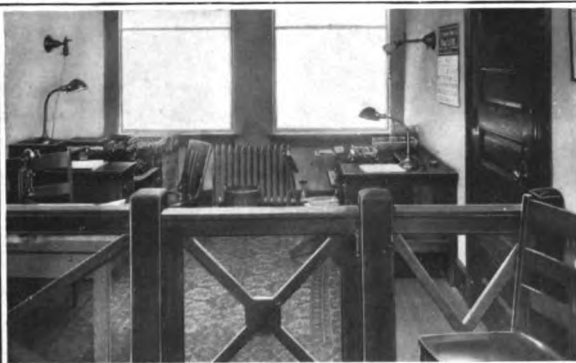
You have various heads of departments throughout your plant—each one dependent upon the other, all working under instructions which may be basic. When there is dissension in your ranks, the information, facts, etc., generally reach you too late to do the proper thing. Demands are made after the disease has been contracted; waste of time, supplies, under-production becomes a fact, and you are “convicted” and sentenced before you hear of your crime, so to speak.

It is not what you know the workers are talking about that should interest you most; it is *what are they doing, what are they talking of that you don't know, what are their desires, and why?*

If you think your foremen enjoy the entire confidence of your workers, you are wrong—if they do, they are not working for your interests as they should. Trusted employes may give you information, but it is biased to the limit; they cannot serve two masters—they will not tell you real facts. If they did, you would discharge them.

But, Mr. Employer, information is not what you want most—it is action, constructive, painstaking efforts that will result in harmonizing continuously the human element within your jurisdiction.

Consider this matter properly—analyze as you should—and you will note peculiarities that you never supposed existed. As a rule, every bit of agitation starts, or is started, by a professional agitator who has picked out some little petty dissatisfaction upon which to base his activities, and one that can be augmented easily by the usual procedure of his kind. Immediately after each worker in that department has admitted that the condition should not exist, another one is added to the list, and the minds of all begin to dwell constantly upon unpleasant topics until discontent becomes a real fact.



• New Haven Offices, 42 Church Street
This branch is under the supervision of the Boston office

Convinced that they are persecuted—that the company are piling up dollars at their expense—they are in proper frame of mind for the much anticipated occasion of a strike for better conditions. All this has gone on without your knowledge.

In 1916 there were 3160 strikes—remember these are aside from those demands which were granted—thousands of them. Some of those strikes were successful in the minds of the workers—the greatest percentage of them came as a result of agitation. Whether demands were granted in whole or in part makes little difference—the laborers feel that you were guilty or you would not have given in—you are convicted in their eyes. You, without any defense, are convicted before the public.

You do not believe in taking issue with your employes even though they are forming and organizing? Of course not, but with Sherman Service you do not do that! We believe, and prove, that anticipation upon your part would frequently mean precipitation, a thing which results in unnecessary strife.

After we have gathered the necessary information to form proper judgments, we assign operatives who are as clever as the professional organizer. They work in secret, and with proper instructions they place your defense before the workers, and endeavor to dismiss those resentments which have been caused by petty arguments from their leaders, keep them happy and contented, and if it is a positive fact that certain advancements should be conceded, you will not have to wait until demanded to make any changes—and you will get credit when and where it rightfully belongs.

These busy days are the ones that make the labor stringency a vital factor for your consideration—you want to hold your help, and again can Sherman Service make itself felt to your advantage. By watching constantly for the employment agents who are liable to appear within your ranks, endeavoring to hire your help away from you, we are able to cause them to know that their tasks cannot be accomplished, and they soon leave without making themselves felt to your disadvantage.

We bring about a closer understanding between you and your employes than you can get otherwise—an understanding that is mutually profitable. We cause you to see the real inside conditions—we cause your helpers to do likewise—maybe it is the oppressive influence of a foreman, or anything which is conducive to discord; but the ways are straightened, and everything adjusted for the mutual benefit of all concerned. We act under your direction constantly—unless you desire certain conditions furthered, it will not be done—but we will insist on stating facts. We lose a client temporarily once in a while because we state things that he doesn't like to hear, but invariably he comes back and admits his erroneousness.

To really express our work, it is most practical—the results are all positive. Skilled operatives work adroitly. The fact that they are indirectly in your employ does not have the same effect

as would your own trusty—they are working for us—serving you with Sherman Service.

Not an insurance policy which you may be carrying at this time is of one half the value that Sherman Service offers you—it is protection in every meaning of the word.

We are different from any other organization of our kind—we do not compel our client to sign any contract whatsoever; we charge upon a per diem basis, praying his indulgence to give us at least a few days' time in which to establish ourselves and then leaving it to his judgment as to whether he desires us to continue or not.

We cover the nucleus of the industrial world, and have offices, with experts in charge of each department, at New York, Boston, Chicago, New Haven, and many other localities. With such an efficient distribution of offices we are qualified to serve quickly and at convenient points. We have within the past few years established a larger, more substantial clientele than any organization of our kind, and inasmuch as we do not charge a lesser rate, this growth must be solely due to service rendered. Sherman Service must be profitable to its clients.

A strike of two weeks' duration means much to you and your employes—it is dead loss. It means more than that—it means the probable loss of some of your oldest and most skilled employes, loyal workers until they became a part of discord.

Now figure what your cost would be if your employes successfully made demands for a ten per cent increase over what they really should receive—then compare the cost of Sherman Service. The result would surprise you, because it is an economical insurance upon maximum production, and harmonization takes hold for good—Sherman Service determines defects, prescribes and applies the remedy.

Give the human element more consideration, Mr. Employer; you owe it to yourself, your business, and your employes.

Get the credit that is due you—due you from the public and from your workers.

No obstacle is big enough to stop the man who *knows—he works, concentrates, accomplishes, succeeds.*

Catching a Stepper

One of our clients who had neglected, in his efforts to further business, to *know* all his employes, although he was doing an immense amount of jobbing business, constantly found himself up against financial distress and decided to take an inventory to learn just what the reason was for his trouble. To his amazement, there was a very large and serious amount of shortage brought to light, but whether it was from a robbery, or some other source of thievery, he was unable to determine.

All sales were made by salesmen from auto-trucks, direct with dealers, and it was a matter of speculation as to whether his goods had disappeared in that direction or somewhere else.

Sherman Service was called in and given *carte blanche*.

A certain young salesman in the employ of the above-mentioned concern was enjoying the pleasures that only come from a pleasing income. Not only did he maintain a fairly good reputation in his distant home town, but he managed successfully to keep a very luxurious apartment in the best part of the city for his lady friend and furnished her with a car, fine clothes, and all that heart could desire.

So consistent to the welfare of those in distress was this young gentleman that he was cordial to the helper and chauffeur who drove his auto-truck, and eventually took him into business with him, and entertained him and his lady friend at every occasion possible. They would visit road-houses, enjoy wine suppers, and usual good times, even though it would total up to an expenditure of over fifty dollars an evening. Money was nothing to him.

The object of his affections proved to be "more sinned against than sinning," came from a good family, and really expected to marry this adorable young fellow who was lavishing everything upon her that money could buy. She told a confidant she had recently made that she knew her friend was stealing, that he had been for some time, and that they were soon to be married and take what money they had saved and live in ease for some time to come. In fact, she proved consistently that she wished he might stop his thievery before discovery would mar that horizon.

The "salesman by day" and "stepper by night" proved conclusively that his system was infallible. He had stolen a duplicate-order book, and on those sales made, which were cash ones and upon which he desired to realize immediately, he would fill out the order on the duplicate book, receipt it, and after getting the cash, of course, give the customer a receipted bill. To charge accounts, and where requirements demanded a duplicate, he would use the regular order book. It was easy.

Business, some days, was so good that he would have to drive through town so that he might deposit certain amounts in different banks. He was a regular business man—paid cash for his personal desires and everything. He received every attention from his inferiors—after dark. But the girl really believed him—though she knew he would steal.

After the girl had told her new-found friend all about her lover-boy, and repeated it over and over, she would even go so far as to prepare little parties where the time would be spent in extending hospitality to the "chauffeur and his lady friend," as well as to others in their respective social set.

But the bubble finally burst. The new-found friend turned out to be a part of Sherman Service. The driver confessed, and the salesman was questioned by the same official—he admitted that he had stolen over ten thousand dollars within the past year. He even went so far as to state that the several bank accounts mentioned were his, and he gladly allowed his former employer to have access to some \$4700 in cash, an automobile that had been recently purchased, several diamonds, and other articles amounting to about \$6000.

After a careful survey in which we had sought the relaxation, home-life, habits, cost of maintenance, etc., of each employe, we quickly found the subject to be the object of our suspicions, and constantly watched his every move. After locating his female friend it was an easy matter to develop enough information to bring about a true state of affairs. From fifteen to fifty dollars would be the evening's cost of entertainment, occurring several times each week—but he still managed to bank no small amount. After corroborating the reports of our operatives, it was simple to secure the confessions and convictions.

We afterward installed a proper system for our client and there will be no repetition of such an occurrence. He continuously knows, through Sherman Service, the actual living conditions of every employe, and since the above took place, his business has increased 220 per cent.

At the time Sherman Service was applied the client was bordering on bankruptcy—through the moneys returned he was able to retain his credit and continued successfully.

About 4 per cent of the total amount recovered was expended for Sherman Service.

"What I do—is myself. I *can* make myself do right."

Legal—Civil

Possibilities of Investigation

We shadow the plaintiffs, defendants, witnesses, etc., in tort actions so that such persons can be located when needed.

Investigate the records of witnesses in order that the side of the case which we may be representing will know the value of various witnesses who may be produced by either side.

Investigate histories and records of jurors for affiliations with principals in tort cases.

Establish, by expert testimony, either openly or under suitable pretext, conditions of articles, localities, etc., which may possibly affect any action with tort cases.

Learn of the destruction or theft of wills, papers, documents, letters, etc., etc.

Learn of the use of undue influence, coercion, duress, etc., in the making of wills.

Trace property suspected of fraudulent transference and learn of persons who may be conspiring to fraudulently transfer either real or personal property.

Get evidence of concealed assets, such as property, jewelry, tools, affairs fraudulently transferred to any estate represented as being in disinterested persons' names, etc.

Learn in what banks accounts are kept and also generally ascertain the approximate amount of such accounts.

Get statements from witnesses as soon as possible after the case for tort, with the object of preventing such witnesses being spirited away, fixed, coached, etc.

Offer foreign consuls, operatives of any nationality to investigate criminal, civil or national cases, etc., for consuls or subjects of countries which they represent.

Investigate circumstances leading to tort actions and establish facts concerning such cases in a manner usable in court as evidence.

Establish intent in cases of patent infringement.

To enable a person desirous of suing a debtor, or ascertaining whether resources of such persons will justify the bringing of court action, ascertain what property, accounts receivable and other resources subject to lien are available, and at what places and under what conditions.

Offer attorneys having large clientele among the foreign element, operatives of any nationality to investigate criminal or civil cases, etc., for such attorneys or their clients.

Get evidence in cases of infringement of patents, under various pretexts, such as entering the employ of suspected infringers in a consistent capacity, or by the culturing of employes of suspected infringers.

Investigate the past and present life and conduct of blackmailers and adventurers—by procuring these facts and confronting the plaintiff with them, it has frequently resulted in a “dropping” of the suit—and the impeaching of the witnesses or plaintiffs when the case has been taken to court, resulting in a verdict for the defense.

Everyone is inclined to tell their troubles and express their thoughts on various matters, especially such matters as they have in their mind to a great extent, to some one on a comparatively common plane with themselves. If it will be of any interest to our clients to know what certain persons are thinking of, or what information they may have about any matter, we can get this gossip into profitable channels for our client, if we are directed to do so. We have operatives who are competent to be in the confidence and friendship of people in any strata of life.

Place under surveillance persons suspected of endeavoring to support more persons than their specific salaries would indicate that they could take care of, particularly in cases where married persons are apparently living dual lives.

Ascertain cases of, and causes for, impositions, graft, partiality, unfairness, etc., on the part of the superiors, thereby giving our client information which will enable him to increase the efficiency of the workers by the maintenance of proper and satisfactory working conditions.

Place under surveillance employes or others, such as customers and their employes, to ascertain conduct, associations, recreations and consistency of expenditure, actual and apparent, for the indicated value of such information.

By working among employes, etc., learn of and prevent theft among such persons, of personal belongings, loaned tools belonging to the employer, etc.

Verify or disprove the efficiency of systems and parties responsible for operations of such.

By working among piece-workers, inspectors, checkers, clerks, etc., ascertain plans, practice, and systems which are resulting or may result in theft, crookedness, unfairness, and other costly and undesirable features of the handling of this kind of work.

We can ascertain details as to conditions which may cause friction between departmental executives and their assistants and assist in devising remedies therefor.

By keeping salesmen, delivery men, messengers, and other “go-betweens” under surveillance, ascertain the use of time, the routes, habits, and apparent or actual effect on parties who may be interviewed and with whom such agents of the clients may come in contact.

By placing under surveillance either executives or wage earners, ascertain approximately their expenditures, the use of their time, habits, etc.

Work as clerks, checkers, etc., so as to be in a position to detect thieving, pickpocketing, loafing by clerks and other employes in stores, etc.

Detect theft, crookedness, unreliability, etc., among brokers and their employes by working with those people in behalf of our client.

Get facts as to the market conditions and influence on same.

Get facts as to the attitude of brokers towards clients and their customers, the fairness with which such brokers transact business, and if desired, get evidence for court use in such cases.

Verify the dependability of systems established, such as may be installed to control help in any way. There is naturally a human inclination to beat any system of restraint under which persons may work or be placed.

Ascertain ways in which short change and "knocking down," exchanging counterfeit for real money, or poor materials for good materials, may be accomplished and work out plans for prevention of such actions.

Ascertain systems whereby the larceny of pocketable and large articles is accomplished and devise plans to prevent such larceny.

By working among sales people, clerks, etc., discover cases of under-charging, of goods taken by help for their personal needs, and work out systems for the prevention of such actions.

Systematize and render invaluable assistance to efficiency experts by gaining knowledge from actual contact with workers who are performing various operations, get their views and ideas and find out in what way such can be adopted to the best interests of our client.

Keep under surveillance employes who work in either a 'confidential or general capacity who may be suspected of disloyalty.

Keep under surveillance persons under contract either to prove breach thereof for the purpose of breaking or enforcing said contract or any terms thereof.

Obtain work in the plants of competitors and manufacturers in different lines of goods to learn whether such concerns may be copying ideas or originating them, and if such competitors are endeavoring successfully or otherwise to approximate designs, formulas, compositions, etc., through what channels information enabling him to do so is obtained.

Supply information for the enforcement of contracts by inspection and investigation of materials, operations, or actions, and information which we get may be such as to permit enforcement or breaking of such contract.

Locate ticket speculators or scalpers at fairs, races, athletic games, etc., and get evidence against such persons for prosecution, exposure or whatever client may desire to accomplish.

Thoroughly investigate persons applying for responsible positions, our experience enabling us to do this in a much more thorough and dependable manner than can be done by any individual.

Look up the credit of persons desiring to make time purchases in a much more thorough manner than can be done by any mercantile agency or association.

Thoroughly investigate the validity of authorization under which department store purchases may be made by other persons than those to whom the goods are charged.

Thoroughly investigate any doubtful risk or any risk which is apparently desirable but may for some peculiar reason be considered as one which cannot be adequately taken care of by the regular investigating department of an insurance company.

By working among mechanics, etc., learn of persons who are not careful of safety, life, health, etc., of the other workers and of themselves, and who do not co-operate toward making safety appliances, etc., successful, or who court to themselves accidents, either injurious or costly to the firm or to themselves.

Place guards to protect, and where practicable, trail thieves to fences or wherever they dispose of their booty and with the assistance of secret operatives or from other sources secure evidence against such offenders which will, with reasonable opportunity, insure their conviction.

Work among help of various classes of wage earners to guard against organizing, loafing, faulty work, complaining, putting tasks on the others, advocating and practicing insubordination, fighting among themselves instead of co-operating to the best interests of clients, toleration unknown by the firm of dope users and systematic boozers, etc.

Ascertain which employes are deserving of promotion, dismissal, etc., and why and whether the conditions governing such are controlled locally or by outside sources or foreign influence.

Learn of contagious and infectious diseases among help so that those affected may be helped or eliminated.

Check foremen against padding of pay rolls, graft on applications for work and favors, privileges, etc., favoritism, slack discipline, abuse of help, improper associations with opposite sexes, fighting between themselves instead of encouraging departmental co-operation, taking help from each other, carrying tales derogatory to each other or superiors and concealing information which should be reported to those in charge.

Place under surveillance delivery men, teamsters, carters, messengers, etc., whether in the employ of the client or a contractor, to prevent such persons from giving away or selling goods at other places and to other parties than those places to which goods are addressed.

By getting actual knowledge of working conditions and actions of workers, prevent the use of persons who are not fully efficient on work by reason of intoxication to such extent as to render them undesirable to our client.

Investigate the policies issued by representatives of insurance companies to ascertain whether such policies are approved by the companies or issued or collected for fraudulence by the company's representative.

Ascertain facts regarding conspiracy between insurance brokers and insurance agents and persons insured or policy holders.

Get evidence of conspiracy between insurance adjusters and insured parties in cases where incendiary fires are suspected.

All occurrences such as theft, loafing, systematic time-killing, and the like are common gossip among workers on any job, and an operative can, when working with other wage earners as one of them, pick up a great many facts and numerous clues and suggestions of irregularities which may exist in a plant, shop, or store.

We can furnish experienced shoppers for the assistance of department or other store managers who are desirous of knowing just exactly what their competitors have on sale, prices they may be charging, etc.

Wherever desired, without difficulty, we can get information in detail regarding the handling of all kinds of work in a shipping room, both by the persons in that room and those with whom they have dealings. There is very frequently large loss occasioned by dishonest shippers.

We can get accurate information regarding any part of a business in which a prospective investor may be interested or expect to be interested. We can get information which may be covered up by the parties desiring financial assistance or additional capital.

Our experience enables us to gain information for clients which can be secured only as the result of the knowledge and experience of many years in serving secretly.

You can never estimate the cost of shiftlessness—"Genius is Perpiration."

The Burning of the Durgin Barns

The workings of the mind of a criminal are various—some show much cleverness, while others are so simple they seem clever. The "half-wit" is a hard one to contend with—he may seem to know absolutely nothing at times, but all of a sudden he does some one thing exceedingly well and with great thoroughness. If inclined towards crime, he is a hard one to apprehend, as well as convict, because there are those who will always shield him and refuse to think him intelligent enough to do anything harmful.

When the Durgin barn burned one night, at Sioux City, the family of James Long, who leased the Durgin farm, were sadly afflicted, but happy to know that they had saved their livestock. The fire was apparently of incendiary origin, but there was no proof—no one had been seen in that vicinity except those of the family, and a half-wit who lived nearby. They knew he disliked them, but he had saved the stock—they could not suspect him of setting the blaze.

Mr. Durgin called upon the town for an investigation—Sherman Service was called in and given a limited time to secure enough information to base proper action for finding and convicting the guilty parties.

Investigating openly, through an expert, we learned that the fire occurred about midnight. The building contained about fifty head of very valuable cattle, and the loss might have been much greater had it not been for the apparently timely action of one Harry Green, who had not only awakened the Long family, but returned to the barn and liberated the animals, afterwards assisting in removing the furniture from the Long house, as it was believed impossible to save the adjacent buildings from ruin. Green claimed to have discovered the blaze while on his way home.

The life of this young Green was our next objective, and though a half-witted sort of young fellow—abnormal in many ways—it was impossible to remove the suspicion that he was untruthful in his statements concerning his movements on the night in question, although it was believed that he would not dare attempt such a crime as arson.

Green lived on a farm adjoining the Durgin estate, and was known to have a certain amount of enmity toward the family of James Long. He had been accused of assaulting Long's little five-year-old daughter, and had been suspected of having placed a wire across the roadway in order that Mr. Long might run into it when returning home in his automobile at night.

The Green family were much distressed by the bad actions of their boy, especially because he had taken advantage of a servant girl in the past, and barely escaped prosecution. Harry, although not bright, seemed to have a generally bad reputation, and had openly expressed himself as being anxious to harm the Long family. The remarks were not much considered when made, but the fact

that he had been near when the fire occurred brought from the natives many little items which would point the finger of suspicion in his direction.

About the middle of August, at the pool and lunch-room of one White, appeared a fellow who seemed to be a "regular guy;" from his make-up no one would have dreamed he was a Sherman detective. He made friends, found out where he could secure a room, and was soon playing pool, and mixing with the young fellows who made the place their hang-out. He seemed to have enough money to make ends meet and apparently the bunch believed he was able to work with his brains, and were glad to introduce him to the others. Discussions brought about the topic of the Sioux City fire, and as Harry Green also made his headquarters in the vicinity, it was only a little while before he, too, made the acquaintance of the newcomer. Harry had a reputation with the police, especially with one officer named Johnson, who had learned that Green had bought and given whiskey to some small lads. The newcomer was soon warm in the affections of Green because of the fact that money for drinks was forthcoming, without direct solicitation. They spent much time together, some of the other habitués wondering what the new acquaintance could see in Green, but it was only a few days before they took it as a matter of fact, and paid no especial attention to them.

Apparently the newcomer had something on his mind that was worrying him; Green noticed it after a few days, and was anxious to know what the trouble was. His friend told him that there was a certain job he would like to pull off, but it was a two-man job, and he had no pals nearby to help. Green asked to be let in on it, but the fellow said he was afraid of his squealing if they were caught, and he would take no chances of jail by trusting somebody unknown to be a member of the "frat." Green claimed to be able to qualify and was anxious to make a little money, and when asked by his companion what he had ever done, he came right back and said he had "fired" the Durgin barn. The other fellow would not believe it, but Green insisted that he had told the truth and further explained.

"Now, listen, fellow, I'll prove to you I'm there all right. Me and Tom Jackson went down to a fight that night, and on my way home I thought it was a pretty good time to square myself with the Long bunch. I stopped at the Durgin place, went into the barn and took a look all around. I went into the small barn and spread some salt hay around and set fire to it. Then I went into the main barn and set fire to the oats. Them fires was about twenty feet apart. I waited till the blaze was goin' right, and then I hollered to the Longs and went back and turned the cows out. Long's new ox team ran down the road toward my house and I went after them for fear they might not come back, and while I was after them I told my folks about the fire."

"You must have had some job getting those cows out of the barn—what did you want to save 'em for?" asked his listener.

"That was the hell of it. You see I was trying to get square with the Longs, and after the barn got to burning, and I was savin' them animals, I thought of Durgin, I had nothin' agin him—it was Long I was after, and there I was riskin' my neck for the Longs and nobody living could have saved the barns. Fires is funny things, and I sure did a good job, and 'cause I saved the cows and helped 'em pull their furniture out, they don't suspect me at all. Wa'n't that a clever job, huh?"

"Sure was, but I don't believe you ever set that fire without gasoline or oil." Apparently Green's friend did not believe the whole story.

"Why, listen! I could do that thing every day in the week and nobody would get wise. Nobody saw me that night. Tom don't think I was in on it, nor my folks ain't got no suspicion—neither's the Longs. They think I 'went after' their kid once, but it's a damn lie—I never did no such thing, and I guess they think now that I'm all right 'cause I saved them critters and helped 'em. That there salt stunt is the one to use—and start a couple of fires at the same time. Nobody would ever think they was set."

The result of the above tale was that Green agreed to do a couple of jobs along the same line, if he could actually prove that he did the Durgin job. The fellow who wanted the "two-man job" done was liable to show up any day, and Green was to meet him and prove himself qualified to do the work right, and without causing any suspicion.

A couple of nights later, at the rooming-house where his pal lived, Green met the "boss" after the picture show. He told, in the presence of his pal, just how he had set the fires and substantiated his movements in all ways. He certainly qualified for such work, and gave evidence that he was able to commit arson apparently without bringing suspicion in his direction. The "boss" seemed to be satisfied with the story and was seemingly ready to assign Green to do his work for him, when a closet-door opened and out stepped a State detective and an officer of the Sherman Agency.

Green and his pal were both thunderstruck, the latter starting to show fight, but Harry advised him to take his medicine, and they both became quite docile. Green answered all questions, admitted that he was caught, and did not want his friend to be taken because he was innocent of any connection with the crime.

"I'll give it to you straight. Don't take this fellow—he don't know nothin' about it. That night I stole two chickens off a Jew's wagon and took 'em over to East Street and sold 'em for a dollar and a half. I got Tom Jackson at White's and we went to the fight. We went and had a drink after the fight, and me and Tom started home—I left Tom at the branch road, and went to Long's. I used the same match to set the two fires. After they got to burnin' good, I went and called Long and Durgin's nurse answered me, and she went and got Long up. I ran back and let the cows out, and then helped get the furniture out, after chasing them ox down the road

towards my house, when I told the folks. I set the fire 'cause I was sore on Long and his wife—they had talked about me and said things that wasn't so. That's all they is to it, and I'm sorry."

Harry signed a statement accordingly, investigation proving completely that he had told the truth. A court trial was abolished and the township saved considerable expense thereby. He pleaded guilty, and was sentenced to ten years at the State Reformatory.

Green's pal was congratulated by the authorities and advanced in the ranks of Sherman Service, which had, in three weeks' time, cleared up a mystery that brought forth much discussion as to the subject of "spontaneous combustion."

Sherman Service is a commodity essential for the well-being of mankind—it is mental man plus constructive, accordant action.

Criminal Possibilities of Investigation

We can efficiently serve as follows:

Ascertain the disposition of goods, tools, etc., that may be in the possession of an ex-employee of our client or other party, and under suitable pretext get access to the residence of subject where such loot may be concealed.

With an experienced trailer, we take charge of or assist officials or posses in trailing and capturing criminals, escaped prisoners, etc.

Cultivate the acquaintance of relatives, friends, and associates who may know the doings and habits of suspects.

Get evidence of ballot-box stuffing, fraudulent voting, fraudulent registration, vote-buying, etc.

Get evidence of fraudulent accounting by candidates for public office, of moneys received, of disbursements, or infraction of the election laws.

Keep under surveillance persons for whom warrants, writs or subpoenas are issued, that service may be made in the jurisdiction of such papers.

Get as complete statements as are possible from suspects immediately after the commission of a crime, thereby learning as accurately as possible the actual occurrences.

Thoroughly examine the locality of a crime and locate and get statements of all witnesses and search out witnesses known, but who may be reluctant to talk.

Confine an operative in jail for committing a pretended crime, so as to draw admissions from a prisoner against whom the authorities have got a complete case—or to learn of his associates in crime.

In cultivating a prisoner confined in prison or jail, should he become suspicious of the operative, we assign another to further this suspicion against the exposed operative, so as to get into the good graces of the subject and quickly gain his confidence.

Culture (or rope) the respondent in jail, cell, or whatever place such respondent may be, when out on bonds—at leisure or at work—using such pretexts as to cause newspapers, public, or prisoners to recognize our operative as the same type as subject.

By placing an operative in jail, under suitable pretext, learn the line of defense which is to be used by a respondent.

Establish facts which the State may desire, if such facts exist.

Establish the history, motive, deliberation, premeditation, etc., pertaining to the commission of crimes, through persons knowing parties committing such crimes, or having any information regarding the case.

Ascertain the consensus of public opinion which may tend at any time to influence the result of a case.



A Group of Sherman Special Police

The Sherman Detective Agency have a very adequate and comprehensive system in this department of their business.

All guards must be of sterling character, of military or police experience, and of physical dimensions commensurate with their duties. A single infraction of the rules disqualifies the men from ever again entering their employ.

In command of Sherman Guards are recognized Captains, Lieutenants, and Sergeants.

Thoroughly secure information regarding circumstances surrounding suspicions of death, such as persons found unconscious who may die before regaining consciousness, or without giving satisfactory accounts of their injuries or occurrences prior to death.

Under suitable pretexts, which will enable us to get all the facts, interview parties knowing of or having known, a deceased person—in cases where no cause of death satisfactory to the authorities can be found, with the idea of getting clues for working on such death.

Keep under surveillance persons suspected of incendiarism of any sort.

Culture (rope) persons suspected of setting fires, learn the motives for such actions and facts which may lead to the arrest of accomplices.

Secure the record and history of claimant in a case which is suspected of being blackmail.

Culture blackmailers for facts, inclinations, motives, intentions, desires, objects, etc.

Secure information, through correspondence, of escaped prisoners or other persons whose whereabouts we may wish to know in order that we may bring about their location or recapture.

Get into the homes of correspondents of parties, missing or wanted, and get information through persons there, etc., as to whereabouts of subjects.

Secure evidence against laymen fraudulently acting as attorneys-at-law and obtaining money under false pretences.

Ascertain facts regarding conspiracy between insurance brokers and agents and insured parties in cases where incendiary fires are suspected.

Satisfy clients who may be suspicious of their friends or acquaintances, having connection with something annoying or unpleasant to client, ascertaining the exact whereabouts of the suspected parties at the time the occurrence in question may have taken place, and the actions and whereabouts of suspected parties prior to and after the time in question, to such a degree as may be desirable to establish.

Under a suitable pretext, secure copies of handwriting when desired for use as evidence in court, against black-hand suspects, and even get duplicates of the black-hand letters such persons may have sent.

Selling is attuning the minds of men—so is Sherman Service.

Industry Humanized

Opposing Human Nature is a hard task. It takes a lifetime of hard work, many times, to find it cannot be done.

Labor believes itself right. Capital believes itself right. Both are honestly, diligently seeking a practical and mutually right method to adopt whereby permanent harmony may be established. But, they naturally look from two distinctly adverse positions—one from the mental, the other from the physical, or semi-physical. Results are dissatisfying and temporary, even though sincerity is the base of either action.

The mental man, who earns his livelihood by brainwork, cannot look at things in a physical light. Even though his earlier days were spent in physical toil, his environment has changed—his viewpoints change accordingly—his angle of mental vision is not the same as it used to be. There are exceptions, but they are few and far between.

The physical man, who earns his livelihood as a result of his physical effort, cannot visualize except from a physical standpoint. He lives physically, thinks physically, fights physically. True, he often selects leaders for the purpose of promoting his welfare—leaders who have grown to a certain extent in mentality—but they are constantly at his recall, and invariably when a leader has become mentally strong, his viewpoint changes—his relations become unpleasant—and he is thrown aside.

Thus we have the unrest that is almost continuously present in various fields. One misunderstands the other; each is susceptible to natural biasness, and discord becomes a fact.

These men are not other than human beings, with humanly natural feelings—they are not enemies, but partners in Enterprise. There must be a common ground for them to assemble on; but few seem to have found it.

The connecting link is Knowledge—the application a science. Give either party exactly what they may ask for—like the babe with the mirror—and they will suffer.

Investigation proves that the business men throughout the land do not desire the laborer, skilled or unskilled, to disorganize. They welcome anything that may develop the harmony sought, but again human nature asserts itself and neither believes the other—*they don't know*.

Sherman Service does not serve biasly, nor is it prejudiced in favor of the client. It detects exact conditions—applies the remedy for discord, whether it is an increase in wages, a shorter working day, or bettered physical conditions; or whether it may be the opposite and where the employer should receive greater consideration from his employees in any or all departments.

Sherman Service renders to the employer the absolute, unbiased, truthful facts—the exact conditions, for or against him. Its application is an insurance upon maximum production, and its premium is economical for all concerned.

Sherman Service protects the employe as much, if not more, than it does the employer, and the return to the public is manifold.

The work of finding the honest man, not the crook, should be the motto of every detective agency.

Sherman Service will not find things that do not exist, nor convict innocents.

What do You Do for Your Workers?

Labor is the most important factor in the business life. Without it you cannot exist—by it you succeed—as a result of its efforts your dreams come true.

Everything you use, see, or have—that is artificial—is a result of physical toil. You must co-operate more with labor.

The immense losses in time and profits through discord, are teaching much. You must learn to be unselfish, less independent, more friendly. You and labor must go hand in hand if you are to progress.

Wherever Sherman Service enters, the workers receive as square a deal as you. You will know this—it may be that they never will—but you will both be satisfied.

Ninety per cent of your employees are loyal. This percentage will constantly increase by the use of Sherman Service—you and your workers will be a happy family, striving for each others welfare.

We will be secretly satisfied too—we do not seek the spotlight but crave secrecy. Hence our success.

A “Sherman Service Operative Day” means that an entire organization of experts under the direction of Mr. Sherman are giving each case their continuous personal attention twenty-four hours each day.

Information and operatives are but factors of Sherman Service.

Fees

Operatives

The charges for Sherman Service are on a *per diem* basis for each operative engaged. In addition thereto is the cost of transportation, maintenance, and incidental expense connected with the case.

For every case, and every operative, there is no variation in the charges, except a slight advance over regular rate where operatives must be skilled in any special trades. We employ only competent operatives and each case receives the closest supervision possible.

Guards

Guards and special police are furnished at a lesser rate, with a slight addition to recognized captains and lieutenants.

**“They copied all they could follow,
But they couldn’t copy my mind,
And I left ’em waiting and toiling,
A year and a half behind.”**

Rudyard Kipling

Sherman Service

"Industrial Conciliators"

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THROUGHOUT THE WORLD

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Day and Night 'phones

JOHN F. SHERMAN

*President and General Manager
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